COMPUTERWORLD®

10th Annual Awards

PREMIER 100 IT LEADERS 2009

DECEMBER 8, 2008 VOL. 42, NO. 48 $5/COPY

#BXBBJFT**********CAR-RT LOT**B-050
#0234945/CB/7# 0848 003 21 041

U M I
PERIODICALS
PO BOX 1346
ANN ARBOR MI 48106-1346

1598-3
83

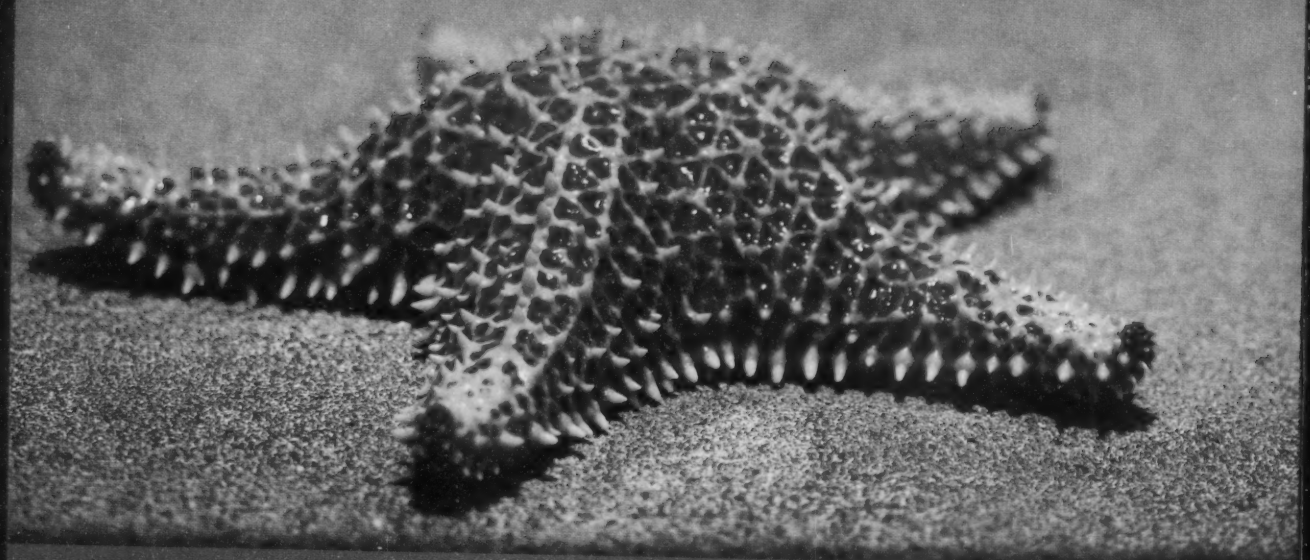
These 100 men and women are leading their organizations with exceptional strength and savvy. **Page 16**

COMPUTERWORLD.COM

Starfish lack one centralized brain.

They can't process information seamlessly.
But you can. With proven business analytics software and services from SAS.

www.sas.com/starfish



SAS SOFTWARE HELPS COMPANIES ACROSS EVERY INDUSTRY DISCOVER INNOVATIVE WAYS TO INCREASE PROFITS, MANAGE RISK AND OPTIMIZE PERFORMANCE.

SAS® Business Analytics

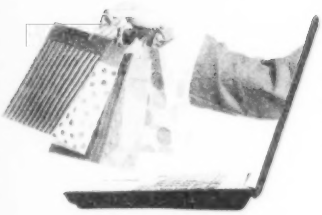
Visit www.sas.com/starfish for ***details on our software and services***

- Data integration
- Analytics
- Query and reporting
- Performance management
- Targeted business and industry solutions

sas | THE POWER TO KNOW.

SAS and all other SAS Institute Inc. product or service names are registered trademarks or trademarks of SAS Institute Inc. in the USA and other countries. ® indicates USA registration. Other brand and product names are trademarks of their respective companies. © 2008 SAS Institute Inc. All rights reserved. 514113_1108

NEWS DIGEST

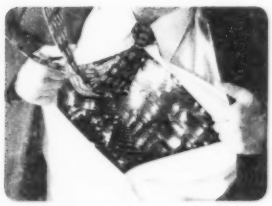


5 **Online retail sales** show healthy growth over the Thanksgiving weekend and on **Cyber Monday**, despite **malfunctions** on several stores' Web sites. | Online **listings for tech job openings** are **down** from last year's levels, another sign of the recession's impact on **IT budgets**.

8 A glitch in a **license server** at security vendor **SonicWall** leaves many of its customers temporarily **unprotected**. | Federal authorities **arrest** four more men in connection with an **identity theft ring** that allegedly stole more than $2.5 million from U.S. **bank accounts**.

9 **Apple** pulls an **online notice** urging Mac users to run **antivirus software** – advice that ran counter to its previous security claims.

NEWS ANALYSIS



10 **Economic Rescue: Can Supercomputers Help Save the Day?** The economic potential of high-performance computing remains largely unrealized, prompting universities and state governments to launch efforts to broaden corporate access to supercomputing systems.

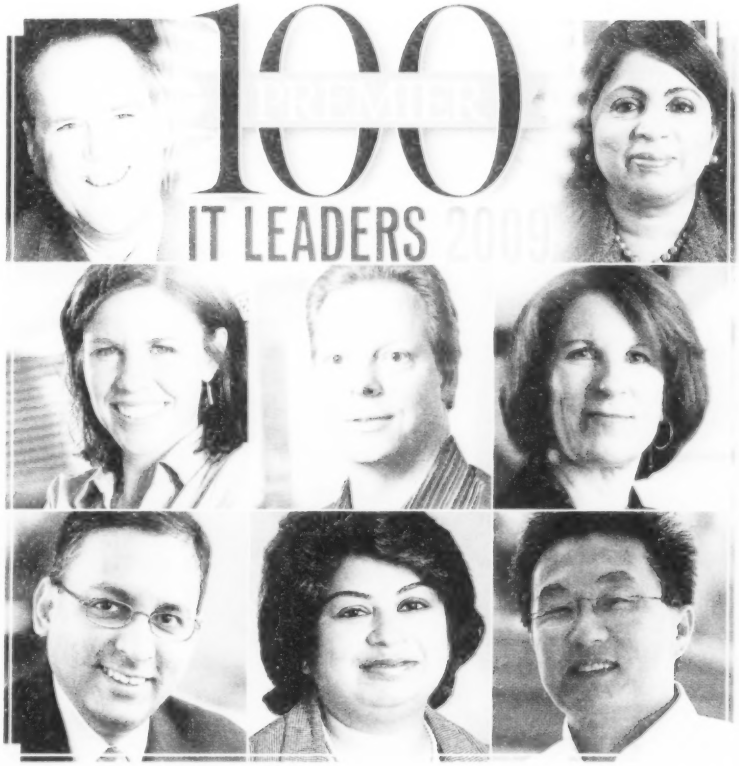
14 **Model T Inspires Microsoft Plan for Modular IT.** The software vendor provides more details about the modular data centers it plans to roll out over the next five years.

ALSO IN THIS ISSUE

Letters	4
Online Chatter	5
Company Index	58

COMPUTERWORLD ■ DECEMBER 8, 2008

100 PREMIER IT LEADERS 2009



Our annual awards program honors the men and women driving innovation in the enterprise. This year's class is surging ahead of the pack by testing new technologies, executing new strategies and taking on new roles.

ONLINE The following stories can be found at www.computerworld.com/09/p100:

- Class of 2009 Yearbook. A photo gallery of the year's Premier 100, along with personal snapshots.
- Honor Roll. View Premier 100 IT Leader alumni from 2000 to 2009.
- Get Networking. Join honorees at the Premier 100 IT Leaders Conference, March 1-3, 2009.
- Know an IT Leader? Nominate that person for next year's list.
- Editors' Picks. Read *Computerworld*'s best stories on leadership.

Editor's Note

says the Premier 100 Class of 2009 reminds us that commoditization is for technology, not for people.

The Power of The Premier 100

The purchasing, hiring and project priorities for the 2009 Premier 100.

The Honorees

Profiles of this year's Premier 100 IT leaders.

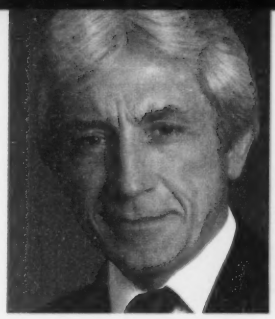
Frankly Speaking

IT leaders may be running the show, writes , but they have no illusions about where to find the real brains of the outfit.

■ EDITOR'S NOTE

Don Tennant

The Noncommodity



THERE'S A REASON why the 100 outstanding IT professionals we honor each year aren't called the Premier 100 IT Executives or the Premier 100 IT Managers or the Premier 100 IT Achievers.

They're called the Premier 100 IT Leaders. It's a name that recognizes that the contributions they make aren't so much about their execution of strategies, their management of projects or their achievement of objectives. They might do all that, but none of it is possible without their leadership of people.

People. Somehow, in these troubled times, they've become impersonalized, depersonalized, a commodity of sorts. Increasingly, we speak of people as the units of massive layoffs — 140,000 in the technology sector this year alone, according to consulting firm Challenger, Gray and Christmas. Virtualization has yielded *x* fewer servers. Consolidation has yielded *x* fewer data centers. The economic situation has yielded *x* fewer people with jobs. Just another *x* in the list of numbers that define the state and direction of IT.

Or is it?

Those 140,000 and their families don't think so. Neither do the hundreds of thousands who were colleagues of the laid-off workers and who are still employed, at least for now. Those who have found themselves in the gut-wrenching position of having to pack up their things and walk out the door and into the tightening vise that is the IT job market have it the worst, of course. But many of those who watched as their colleagues left aren't faring all that much better.

"The people who stay behind become very risk-averse and self-absorbed," says Wayne Cascio of the University of Colorado at Denver, as quoted in the November issue of *HR Magazine*. "Taking the same amount of work and just loading it onto fewer workers has long-term effects in terms of stress." The resultant loss in innovation and productivity is no doubt substantial.

It's just one of the myriad people-related challenges facing 2009 Premier 100 IT Leaders like Mary Leonardo Patry, who had to move a large data center in the midst of laying off 15% of her IT employees when she worked at the American Red Cross. "The key is . . . building a relationship of trust and commitment and integrity with your team," Patry says. "If they can trust you and you trust them, you can move mountains."

■ A common characteristic of our newest Premier 100 honorees is a strong appreciation for people.

In the anchor story of our Premier 100 package (see page 18), Julia King writes about how this year's Premier 100 IT Leaders have an especially clear focus on the people they lead, and how they're addressing the need to manage a diverse, multigenerational workforce. She cites Deloitte Services CTO Jerome Oglesby as a prime example of a leader whose focus is sharply adjusted to look ahead.

"Our CEO and our most senior leadership recognize that the future for us is Gen Y, women and minorities," Oglesby says.

Indeed, when you read the profiles of our newest Premier 100 honorees, you find that a common characteristic is a strong appreciation for people.

"Focusing on the right people first makes the technology come easy," says Richard Wells, director of corporate IT at Syracuse Research Corp. Manoj Chouthai, CIO at Public Service Enterprise Group, is known for what one of his colleagues calls his "incredible skills in relationship management." Pamela Hunt of Lockheed Martin Simulation Training & Support and Jo Lee Hayes of Sallie Mae are both hailed by colleagues as leaders who never ask their IT team members to do anything they wouldn't do themselves.

Perhaps Shajy Mathai, a 2009 Premier 100 IT Leader who serves as managing director of Guy Carpenter & Co., sums it up best. "A lot of people think of technologists as a commodity," he says. But he offers a sage warning, using a financial term for a security valuation that's significantly below its real value: "The second you do that, you get 'par value' performance."

They're not numbers. They're not commodities. They're people. A priceless reminder, courtesy of the *Computerworld* Premier 100 IT Leaders Class of 2009. ■

Don Tennant *is Computerworld's senior editor-at-large. You can contact him at don_tennant@computerworld.com, and visit his blog at* http://blogs.computerworld.com/tennant.

ALTERNATIVE THINKING ABOUT SYSTEM POTENTIAL:

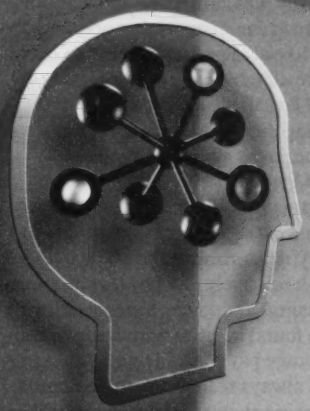
See eye to eye with your budget — without limiting your vision.

Compromising is fine. For other people. But now you can watch your bottom line, while still getting a look into the future. The HP portfolio of solutions erases the gap between cost and innovation, while delivering reliable ProLiant technology, all at prices that require a second look. So, while others try to think outside the box — we're rethinking what goes on inside it.

Technology for better business outcomes.

intel Xeon inside

Powerful. Efficient.



HP BladeSystem c3000 Enclosure

$3,959 (Save $1,863)

Lease for just $110/mo.

Smart Buy [PN: 481658-001]

- Supports up to 8 server blade devices in a 6U enclosure
- 3-year limited warranty

HP ProLiant BL260c Server

$899 (Save $631)

Lease for just $22/mo.

Smart Buy [PN: 480965-B21]

- Powered by the Intel® Xeon® Processor
- 2GB memory
- 1-year limited warranty

HP ProLiant DL120 G5 Server

$849 (Save $339)

Lease for just $21/mo.

Smart Buy [PN: 470064-763]

- Powered by the Intel® Core™ 2 Duo Processor
- One 250GB SATA hard drive
- 2GB memory
- 1-year limited warranty

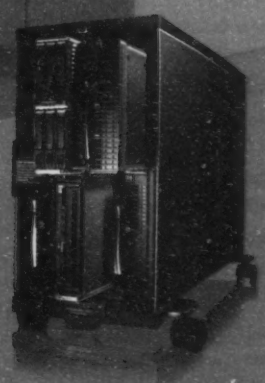
HP StorageWorks DAT160 USB Tape Drive

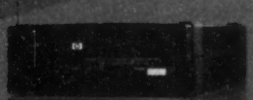
$729 (Save $80)

Lease for just $18/mo.

Smart Buy [PN: Q1580SB]

- One-Button Disaster Recovery feature easily restores lost files, applications
- Store up to 160GB on a single cartridge, while backing up to 50GB/hr.





See additional HP models which feature small form factor, high-performance SAS hard drives.

To learn more, call 1-866-625-0809 or visit hp.com/servers/rethink7

hp

Prices shown are for select models, reseller and retail prices may vary. Prices shown are subject to change and do not include applicable state and local taxes or shipping to recipient's address. Offers cannot be combined with any other offer or discount and are good while supplies last. All featured offers available in U.S. only. Savings based on HP published list price of configure-to-order equivalent (Enclosure: $6,822 – $1,863 instant savings = SmartBuy price of $3,959; Blade Server: $1,530 – $631 instant savings = SmartBuy price of $899; Rack Server: $1,188 – $339 instant savings = SmartBuy price of $849; Tape Drive: $809 – $80 instant savings = SmartBuy price of $729).

Intel, the Intel logo, Xeon and Xeon Inside are trademarks of Intel Corporation in the U.S. and other countries.

© 2008 Hewlett-Packard Development Company, L.P. The information contained herein is subject to change without notice.

COMPUTERWORLD

P.O. Box 9171, 1 Speen Street
Framingham, MA 01701
(508) 879-0700
Computerworld.com

■ **EDITORIAL**

Editor in Chief Scot Finnie

Senior Editor-at-Large Don Tennant

Executive Editors Mitch Betts, Julia King (events)

Managing Editors Michele Lee DeFilippo (production), Sharon Machlis (online), Ken Mingis (news)

Design Director Stephanie Faucher

Technologies Editor Johanna Ambrosio

Features Editors Kathleen Melymuka, Valerie Potter, Ellen Fanning (special reports), Barbara Krasnoff (reviews)

Senior Editors Mike Barton (new media), Joyce Carpenter (blogs and projects)

Senior News Editor Craig Stedman

News Editors Mike Bucken, Marian Prokop

National Correspondents Gary Anthes, Julia King, Robert L. Mitchell

Reporters Sharon Gaudin, Matt Hamblen, Heather Havenstein, Eric Lai, Lucas Mearian, Patrick Thibodeau, Jaikumar Vijayan

Contributing Reporter Gregg Keizer

Features Writer, Video Editor David Ramel

Assistant Managing Editor Bob Rawson (production)

Senior News Columnist Frank Hayes

Art Director April Montgomery

Research Manager Mari Keefe

Senior Copy Editors Eugene Demaître, Monica Sambataro

Copy Editor Donna Sussman

Associate Editor, Community Ken Gagné

Office Manager Linda Gorgone

Contributing Editors Jamie Eckle, Preston Gralla, Tracy Mayor

■ **CONTACTS**

Phone numbers, e-mail addresses and reporters' beats are available online at *Computerworld.com* (see Contacts link at the bottom of the home page).

Letters to the Editor Send to letters@computerworld.com. Include an address and phone number for immediate verification. Letters will be edited for brevity and clarity.

News tips newstips@computerworld.com

Subscriptions and back issues (888) 559-7327, cw@omeda.com

Reprints/permissions The YGS Group, (800) 290-5460, ext. 150, computerworld@theygsgroup.com

■ LETTERS

A Colorblind Career

Don Tennant's Nov. 10 Editor's Note, "Hope Rising," struck a chord for me. As you might guess from my name, I was put in the "colored" category during my growing-up years. I remember visiting friends in the Deep South as a child and having to drink from "colored water fountains" and use "colored restrooms." As an adult, I found the IT field to be one where, most of the time, my technical abilities and not the color of my skin controlled my success. There were a few times as I rose through the ranks that I realized I was the only person of color in the top management of the companies I worked in, but because of my technical knowledge and how I presented myself, color did not matter.

I did not think I would feel much when Obama was elected, since I had voted Republican for the past 20-plus years. But there I was, watching the results and feeling a lump in my throat and a tear in my eye. I realized my success was more about me, and his was about all of us.

■ **Fernando Gonzalez,** *CIO, Byer California, San Francisco, fgonzale@byer.com*

Critique Depended Too Heavily on Survey

Do I think there's racism in America and specifically in corporate America? Without a doubt. Do I believe Don Tennant's column helped clear things up? Nope.

Tennant relied on an unscientific survey. At the very least, he should have prefaced his comments by saying something like, "The input to this survey was subjective and was not audited for survey-taker accuracy."

Here are just two factors that could have affected the survey's outcome:

■ For all we know, whites might exaggerate more than African-Americans about their pay.

■ Pay and racial concentration correlate to geographic location. In some cases, higher concentrations of African-Americans occur in cities with relatively low pay (for example, Atlanta) and lower concentrations are found in cities with higher-than-average pay (San Diego).

I always read Tennant's columns because they are thought-provoking. But, as a general rule, hard facts are going to be more effective than overgeneralizations from surveys.

■ **Mark Simchock,** *chief alchemist, Alchemy United, Princeton, N.J.*

COMPUTERWORLD.COM

Find these stories at computerworld.com/more

Moving to a Start-up? Fasten Your Seat Belt

There's a world of difference between corporate IT and the tech culture at a start-up. Four execs who made the jump tell you what to expect.

Too Good to Ignore: Alternative Browsers

There are a number of solid, interesting Web browsers available that may be as good as – or better than – the market leaders. We put six of them through their paces.

10 Great Bluetooth Gadgets

These cool Bluetooth accessories help with everything from making hands-free calls and printing photos to typing e-mails and controlling presentations – all without wires.

Logitech's diNovo Mini ▶

The New MacBook Air, Now With Extra SSD Goodness

REVIEW: If the first MacBook Air was a revolutionary take on the Apple laptop line, the new version is an evolutionary advance that offers a noticeable speed boost and better storage options. Plus, it costs less.

Why You Can't Trust 'Friends' on Facebook

OPINION: Social networks like Facebook and MySpace are fertile ground for new, more dangerous fraud schemes, writes Mike Elgan, who warns that you should verify every "friend."

RESPONSE TO:

Apple's Stealth Business Notebook

Nov. 17, 2008

Scot Finnie assumes, as many commentators do, that Apple SHOULD want to get in the enterprise. However, the business world and creative world are like oil and water. Each has its own values and set of priorities. Businesses focus on price, backward compatibility and keeping their machines going until they croak. Apple is passionately focused on innovation, design and ease of use for the consumer, the educator and the creative professional. These two worlds couldn't be any more different. Besides, when Apple has tried to deal with the business world, it has gotten burned. Note its present conflict with IBM. It is clear to me that Apple should keep its distance from business.

■ **Submitted by:** *Dave F*

RESPONSE TO:

The Grill: JoAnne Yates

Nov. 17, 2008

About a year ago, I was helping our Exchange team test-push to my Windows Mobile device. It worked great, but after two weeks I found myself answering an e-mail from my boss's boss at 8:30 at night — she uses a CrackBerry. Also, my wife had a few comments about my "obsession" with my phone. I pondered that in my position, I was not EXPECTED to be "on" 24x7. I pulled myself off of the pilot and have been blissfully ignorant of work-related happenings after hours. I run the systems and security for a federal government Web site, and there have been a couple of incidents since then that required my attention after hours. How did I find out? A phone call.

I liked the point in the article about setting clear expectations. It made me ponder a related issue — we run a Web site but have not been given expectations about availability. We are only funded for M-F 8-hour days, but we have all assumed we are required to have the site up 24x7. While we take pride in our work and Web site availability, the next time our site has an availability issue outside of usual business hours, I won't panic, and I can use it as a springboard for a discussion with upper management about expectations.

■ **Submitted by:** *ShinyGuy*

RESPONSES TO:

Microsoft E-mails Detail Internal Fight Over 'Vista Capable' Changes

Nov. 17, 2008

I can't believe that people want to file lawsuits over this. If you're stupid enough to buy Vista without knowing its hardware needs, then how are you smart enough to take Microsoft to court and expect it to admit that you got screwed? I'm not sure I understand how you draw blame here, other than to say that all parties are at fault: Microsoft, Intel and the buyers.

■ **Submitted by:** *JF*

Not so. You should focus on the Vista Capable sticker, as the story does. In this case, it could be construed as false advertising, a breach of consumer rights, etc. . . . If Microsoft sanctioned the label, then it's liable.

■ **Submitted by:** *Anonymous*

RESPONSES TO:

Considering Consulting? Look Before You Leap

Nov. 17, 2008

I interviewed with a midsize, growing consulting company at one office but was offered the job at another office location. Since the interview went well, and thinking that all the offices would have a similar culture, I signed up, but I got a rude shock when I joined the new office. The culture there was totally dominated by the office partners, and since they were rabid workaholics, they expected everyone (it was small, with just 20 of us) to work crazy hours. I was putting in 70-80 hour weeks, and they still expected more work out of us. Moreover, there was not much guidance on the projects, since everyone was so busy.

■ **Submitted by:** *Andy Rebeiro*

The article outlined three types of consulting firms but failed to mention independent consultants. Such consultants have not only technical expertise but also a firm understanding of business issues. Running their own companies, they must understand finance, marketing, management, technical infrastructure, sales and collections — all the functions their clients must understand. The independent consultant brings a holistic view to the assignment, not just a technical viewpoint, greatly benefitting the customer. Additionally, independent consultants must possess a higher level of expertise and make better recommendations than other consultants. One wrong step could impact their reputation and put them out of business.

I am executive director of the Independent Computer Consultants Association, which helps grow technology consulting businesses. ICCA provides a resource network through which members can fulfill customer needs. Every member signs a code of ethics holding them to proper business practices and ethical behavior.

Our association provides clients/customers with the ability to search for qualified consultants, many of whom hold certifications from a variety of vendors and possess years of experience. They have chosen to be consultants rather than the clichéd "between jobs with a briefcase" — a choice that provides the client with a sense of security, knowing the consultant is not a fly-by-night one.

ICCA members can offer support and wisdom to IT professionals transitioning to independent consultant status. Their wealth of knowledge provides a support structure that's invaluable to the uninitiated.

■ **Submitted by:** *Joyce Burkard*

JOIN THE CHATTER! *You, too, can comment directly on our stories, at* **computerworld.com**.

News Digest

FIND THE FULL STORIES AT
COMPUTERWORLD.COM

THE WEEK AHEAD

MONDAY: SRI International, originally known as the Stanford Research Institute, holds an event in Palo Alto, Calif., to mark the 40th anniversary of the first public demo of a mouse.

TUESDAY: Microsoft plans to issue eight security fixes, six of them rated "critical," as part of its monthly patch release.

TUESDAY: Microsoft also hosts a one-day MSDN Developer Conference in Houston, kicking off a series of such events that continues with one in Orlando on Thursday.

© ISTOCK, VANK CHELVIN

INTERNET COMMERCE

Site Glitches Mar Start of Online Holiday Shopping

DESPITE malfunctions on the Web sites of numerous top retailers, online shoppers spent 13% more during the four days after Thanksgiving than they did during the same period last year. In fact, online shoppers spent $846 million last Monday alone — making it the second-heaviest online shopping day in history, according to comScore Inc.

The Reston, Va.-based firm, which monitors the Web sites of 35 major retail companies, said that online sales on Cyber Monday — the first Monday after Thanksgiving — were 15% higher than they were last year. Analysts said that post-Thanksgiving sales would likely have been even stronger had several companies — including Sears, Bloomingdale's and Saks Fifth Avenue — not been hit with Web site breakdowns.

For example, Keynote Systems Inc., a San Mateo, Calif.-based Web monitoring company, said Sears.com was mostly unavailable on the day after Thanksgiving between 10 a.m. and 12:30 p.m. Eastern time, and again between 1:30 p.m. and 5 p.m.

Sears acknowledged that its site was hit with "intermittent interruptions" on that day because of "higher-than-anticipated peak volumes." A spokesman said last week that the site was fully functional and that technicians were monitoring traffic volumes.

Shawn White, director of Keynote's external operations, said most of the problems that hit retailers affected online checkout processes, which may have caused some customers to leave sites because of delays in completing sales.

The problems were probably caused, at least partially, by a common oversight on the part of online retailers: load testing just the home page rather than the full online store, White said.

Testing of online stores is becoming even more critical for retailers as their Web sites become more complicated, said Imad Mouline, chief technology officer at Lexington, Mass.-based Gomez Inc., which monitors the Web sites of 25 top retailers.

He noted that most online stores are constantly adding more rich-media content, such as photos and videos, along with interactive capabilities. Adding to the complexity is a new generation of browsers that will require changes to retail Web sites, Mouline said.

— Heather Havenstein, with Juan Carlos Perez of the IDG News Service

CAREERS

Tech Job Ads Falling Along With Economy

In another sign of the recession's effect on IT budgets, online job listings for technology workers are down.

For example, The Conference Board Inc., which gathers data from about 1,200 job sites, reported last week that the number of computer and mathematics jobs advertised online last month was 5% lower than it was in November 2007, a decrease of 29,500. It was the first sizable year-to-year drop in demand for workers in that category, the organization said.

Meanwhile, officials at Dice Holdings Inc. said the number of tech jobs being advertised on its Web site is down 26% from a year ago.

Despite the drop-off, The Conference Board counted nearly 570,000 ads for computer and math jobs last month.

But Tom Silver, senior vice president of marketing and customer support at Dice, said workers with the right skills are still in demand. There were about 1,500 ads listed last week for jobs involving virtualization technology. That's up 19% year over year, he said.

– PATRICK THIBODEAU

We provide claims handling specialists for those not-so-special moments.

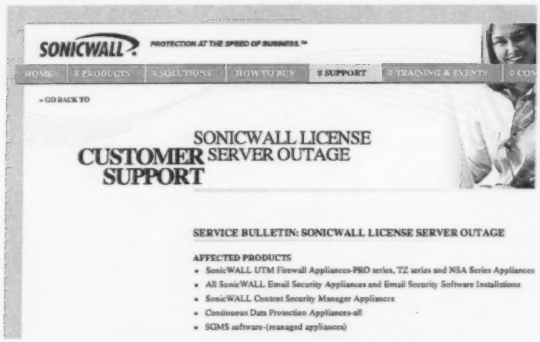
Zurich HelpPoint is here when you need more than just insurance. That's why the moment you need help, we engage a deeply experienced claims team with an understanding of your company and your specific needs. They can quickly assess the damage and start the recovery process right away. We understand that besides repairing physical damage, a quick response restores what you need just as much; your confidence. For more details about *Zurich HelpPoint*, visit www.zurich.com

Here to help your world.

ZURICH®

Because change happenz™

In the United States, coverages are underwritten by member companies of Zurich in North America, including Zurich American Insurance Company. Certain coverages not available in all states. Some coverages may be written on a non-admitted basis through licensed surplus lines brokers. Risk engineering services are provided by Zurich Services Corporation.



SonicWall apologized to users in a service bulletin on its Web site.

SECURITY

SonicWall Users Exposed By License Server Glitch

A TECHNICAL problem in a license management server at SonicWall Inc. created havoc last week for users of the company's firewall and e-mail security products, leaving many companies temporarily unprotected against spam, phishing and malware threats.

It wasn't immediately clear how many customers were affected by the license server glitch, which began early last Tuesday and wasn't resolved until that afternoon. But numerous users posted angry messages on a support forum on SonicWall's Web site.

"I'll say it to whoever I need to say it to. This is unacceptable," wrote a customer using the handle "Rhouseholder." "We are a 100 million dollar 'technology' defense contractor with serious security considerations, and I can't just have SPAM and VIRUSES pouring into my network for half a day."

"Say goodbye to one customer — I will not be renewing," wrote another user, called "Pcicanada." "My systems spent most of the day completely exposed."

An IT security administrator who reported the problem to *Computerworld* said via e-mail that SonicWall's license manager erroneously reset license keys for products, making the licenses appear to be invalid.

The admin, who asked not to be identified, called SonicWall's real-time license-validation scheme "Draconian" and said that the vendor's inability to continue protecting users after a single license server failed was "completely insane."

SonicWall spokeswoman Colleen Nichols confirmed that one system in the Sunnyvale, Calif.-based company's license server pool "malfunctioned." That caused "some" license keys to be reset, requiring users to resynchronize them with SonicWall's servers after the problem was fixed, she said.

Jody Spoor, a senior technical support engineer at SonicWall, said in a post on the support forum that a license server problem shouldn't result in local product registration information being lost. But, he added, that did happen "for a number of units" in this case.

— Jaikumar Vijayan

Short Takes

Advanced Micro Devices Inc. cut its fourth-quarter forecast, saying it now expects revenue to be 25% lower than its third-quarter total of $1.6 billion. The chip maker had previously predicted that its Q4 revenue would be similar to the Q3 figure.

Adobe Systems Inc. also lowered its Q4 revenue forecast because of the worldwide economic woes and said it plans to cut 600 jobs, or 8% of its workforce. The software vendor cited lower-than-expected sales of its new Creative Suite 4 bundle.

AT&T Inc. blamed the recession for its plan to lay off 12,000 workers, or 4% of its workforce, by the end of 2009. AT&T said it will take a $600 million charge in the current quarter to cover severance payments.

As part of a plan to offer Microsoft-free PC alternatives, IBM announced a desktop bundle that combines its Lotus applications with Canonical Ltd.'s Ubuntu Linux, and virtualization software from Virtual Bridges Inc.

CYBERCRIME

Feds Nab More Members of Alleged Identity Theft Gang

FEDERAL AUTHORITIES say they have taken another step toward busting a multinational identity-theft ring that allegedly used stolen personal data to withdraw millions of dollars from home equity line-of-credit accounts at U.S. banks.

Four U.S. residents were arrested in late November in connection with the scheme, which netted more than $2.5 million, according to the U.S. attorney's office in New Jersey. Four other men had been arrested between August and October.

Accounts were compromised at Citibank, JPMorgan Chase, Bank of America and "dozens" of other banks and credit unions, court documents said. The filings noted that the perpetrators

© FOTOLIA / KAREN ROACH

appear to have harvested much of the personal data from publicly available databases and public records posted on government Web sites. They then allegedly transferred funds out of home equity accounts via phone, fax and online transactions.

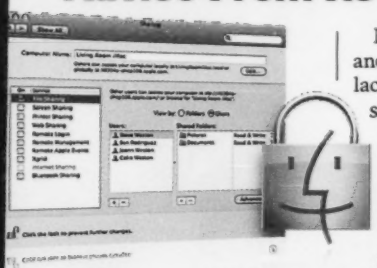
The activities described in the court documents highlight the increasing sophistication of cybercriminals. Indeed, in a report released last month, Symantec Corp. described in detail a "self-sustaining" underground marketplace populated by online thieves.

Dean Turner, director of Symantec's global intelligence network, said the value of all the compromised bank accounts found by the company during the 12-month period starting in July 2007 was at least $1.7 billion.

– JAIKUMAR VIJAYAN

SECURITY

Apple Deletes Antivirus Advice From Its Web Site



APPLE INC. last week pulled from its Web site a controversial tech support document that urged Macintosh computer users to run antivirus software. The recommendation was yanked because it was "old and inaccurate," an Apple spokesman said.

The now-missing document was brief — just 81 words — and suggested that running antivirus programs from companies like McAfee, Symantec and Intego on Macs could make "the whole virus-writing process more difficult" for cybercrooks.

In TV ads over the years, Apple has poked fun at Microsoft Corp.'s Windows for being susceptible to attacks — one reason why the support document became the focus of considerable discussion among Mac users and security experts.

Andrew Storms, director of security operations at nCircle Network Security Inc., called the fracas "a big to-do about nothing," but he blamed Apple's attitude as much as anything for the widespread interest in the incident. "If it wasn't for the fact that Apple has been so smug around malware and viruses and such, this would not have been such a big deal," Storms said.

He said that the action is another example of Apple's lack of transparency about security issues. "It became a big brouhaha because we didn't have any information. Look at the message you get when you try to reach the document now. It doesn't say anything about why it was pulled."

Transparency, Storms continued, may not be important to consumers — Apple's biggest market — but it's vital to businesses that use the company's products.

To handle security, "enterprises need intelligence and tools and information," none of which Apple adequately provides for business customers, Storms said.

— Gregg Keizer

BETWEEN THE LINES *By John Klossner*

Microsoft Corp. released the first public beta of the Service Pack 2 update for Windows Vista and Windows Server 2008. Shipments are expected in the first half of next year.

Web metrics vendor Net Applications Inc. said that on the sites it monitors, the percentage of visitors using Internet Explorer dipped below 70% last month.

IBM agreed to sell its PC unit to Lenovo Group Ltd. for $1.25 billion in cash and stock. The deal made Lenovo, then based in China, the No. 3 PC maker.

Global Dispatches

Intel Accused of Stalling EC Probe

BRUSSELS – Advanced Micro Devices Inc. last week accused rival chip maker Intel Corp. of deliberately stalling the European Commission's investigation into charges that Intel attempted to shut AMD out of the processor business.

Jens Drews, AMD's director of government relations for Europe, the Middle East and Africa, claimed that an October court appeal in which Intel demanded access to AMD documents and more time to respond to the EC's formal charges was just "another attempt by Intel to delay the commission's proceedings."

In July 2007, the EC accused Intel of antitrust violations such as giving computer manufacturers "substantial rebates" if they bought its x86 chips.

Intel spokesman Robert Manetta denied that the company is trying to stall the proceedings, contending that the appeal is grounded in "fundamental fairness issues."

Paul Meller,
IDG News Service

Judge Set to Rule On Hacker's Appeal

LONDON – On Jan. 20, a High Court of Justice judge is slated to rule on the question of whether a British systems administrator who hacked U.S. military computers in 2001 and 2002 will get a new extradition hearing.

Gary McKinnon was indicted in 2002 in a U.S. federal court on charges related to illegally accessing and damaging U.S. government computers. McKinnon maintains he was looking for evidence of UFOs.

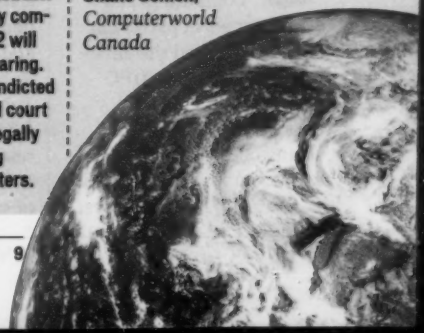
U.K. authorities approved his extradition in 2006. McKinnon has since lost appeals in U.K. and European Union courts.

Jeremy Kirk,
IDG News Service

BRIEFLY NOTED

BlackBerry vendor Research In Motion Ltd. launched a hostile takeover bid for Certicom Corp., a Mississauga, Ontario-based maker of encryption tools. Certicom's board rejected the offer, which is valued at $66 million Canadian ($51 million U.S.).

Shane Schick,
Computerworld Canada



■ NEWS ANALYSIS

Economic Rescue:
Can Supercomputers Help Save the Day?

A push to broaden access to high-performance systems could help U.S. companies become more competitive.

By Patrick Thibodeau

ON THE SURFACE, all looks well with high-performance computing. Federal agencies in particular continue to fund the development of massive HPC systems, such as IBM's Roadrunner, which last spring became the first supercomputer to reach the petaflop performance level.

Cray Inc.'s XT5 Jaguar, another system bought and paid for by the government, also broke through the petaflop barrier this month and was neck and neck with Roadrunner on the latest Top500 list of the world's fastest supercomputers (see related story, page 12).

Thus far, though, the use of supercomputers for industrial purposes in the U.S. has amounted to little more than a petty cash entry in both the federal budget and the economy as a whole.

Market research firm IDC estimates that the public and private sectors spent a combined total of just over $10 billion on HPC systems last year. Supercomputing resources are still inaccessible to many companies that could benefit from the technology — and perhaps use it to create new jobs in these tough economic times.

The fact that HPC's economic potential remains largely unrealized has prompted some universities and state governments to launch programs under which they're providing companies with access to supercomputing systems as well as technical help.

One such approach is being jointly tested by the Ohio Supercomputer Center (OSC) in Columbus and the Edison Welding Institute, a nonprofit organization that does research and consulting work on welding processes and technologies.

Last fall, the Columbus-based EWI began a beta program that gives welding engineers at its client firms access to HPC capabilities via a Web-based user interface, with no programming required on their end. The engineers use a browser to input a wide range of data related to the joining of materials. The data is then run on a supercomputer at the OSC, and the engineers can view simulations that show how certain welds will work.

Continued on page 12

It takes a dynamic infrastructure to sustain growth while staying green.

A business is like a tree. It relies on a strong root system to grow and thrive in a changing environment. NEC's Dynamic IT Infrastructure provides the resilience and flexibility necessary for a successful enterprise to evolve, grow and succeed. Our portfolio of hardware, software, services and solutions provides every element of an integrated IT infrastructure. This flexible architecture lowers your total cost of ownership by enabling scalability, adaptability and evolution without forklift upgrades, while collectively minimizing the carbon footprint and impact on the environment.

As a global IT and networking powerhouse, NEC provides such innovative IT infrastructure solutions and more. Whatever your challenge, you can be sure of one thing. NEC empowers you through innovation.

www.necus.com/dynamic

IT SERVICES AND SOFTWARE **NETWORKING AND COMPUTING** **SEMICONDUCTORS** **IMAGING AND DISPLAYS**

©NEC Corporation 2008.
NEC and the NEC logo are registered trademarks of NEC Corporation.
Empowered by Innovation is a trademark of NEC Corporation.

Empowered by Innovation **NEC**

Continued from page 10

The EWI, which is building software modules to address specific industrial needs, has no interest in running its own HPC systems. "Our business is welding technology, not operating supercomputers," said Henry Cialone, the institute's president and CEO.

Cialone said that he thinks U.S. industries are just scratching the surface on the use of HPC-based simulation modeling technologies. "We can enhance the competitiveness of manufacturing in the U.S. with tools like this," he claimed.

The state of Indiana is also trying to help boost corporate HPC use. Last March, Indiana University, Purdue University and the state government announced a plan to make 20TFLOPS of computing capacity on an IBM supercomputer available to Indiana businesses.

Moving to a computing model like the one in Indiana may first require businesses to take steps such as having their legal counsels make sure that proprietary research will be safe on a system shared with other users.

But Brad Wheeler, Indiana University's CIO, said that offering supercomputing power to companies as a shared utility provides them with standardized software as well as a place for hosting their application code and help in parallelizing it.

The role that HPC technology can play in economic development efforts was illustrated in August, when Louisiana State University and Louisiana's government announced an agreement to open a quality assurance center with video game vendor Electronic Arts Inc.

The announcement followed the creation of a digital media academic program at LSU that includes increased research into the use of visualization tools on high-performance systems.

Stacey Simmons, associate director of economic development at LSU's Center for Computation & Technology, said state officials want to build a visual-media economy in Louisiana. But first, she added, it was important to develop a computing, software and networking infrastructure capable of supporting that kind of economic activity.

Access to computing capacity is only one part of the problem, though. In addition, applications and other types of code have to be adapted to run in parallel processing environments.

Charles Koelbel, a research scientist at Rice University in Houston, said the school is trying to make training on parallel programming more affordable and accessible. As part of that effort, Rice is developing downloadable books, partly through a competition that challenges students to write instructional texts about parallel computing.

The contest is being backed by companies such as Chevron Corp., Nvidia Corp. and Sun Microsystems Inc. "These firms really need to have good people to help them do scientific computing," Koelbel said.

Purdue CIO Gerry McCartney said his school has set up a Web 2.0 site called Hubzero.org that can be used to create scientific research communities with access to technical resources, including scientific algorithms and interactive simulation tools. "We need to remember what made this country successful in terms of technology," McCartney said. "It was aggressive adoption of technology."

Earl Joseph, an IDC analyst who spoke at the SC08 supercomputing conference in Austin last month, warned attendees that manufacturers in Asia are using HPC systems to develop products — a move that he said is already hurting some U.S. companies.

The economic downturn isn't helping matters, though. IDC has been forecasting that the HPC market would grow at an average annual rate of 9% over the next four years, to more than $15 billion in revenue. But Joseph said the firm is revising that estimate based on the current economic conditions and their likely affect on IT spending.

Nonetheless, the Council on Competitiveness, a Washington-based lobbying group that includes many large companies and universities, continues to cite increased HPC adoption as a major goal. In a report issued last month, the council urged the federal government to help "put the power of high-performance computing into the hands of all American producers, innovators and entrepreneurs."

Cynthia McIntyre, a senior vice president at the council, said that the group thinks technology infrastructure is similar in importance to roads and bridges — and that it sees HPC technology as one of the nation's strategic assets. ■

IBM Edges Out Cray In Latest Top500 Race

The latest supercomputer horse race came down to a photo finish, with IBM's Roadrunner winning by a nose over Cray's beefed-up XT5 Jaguar.

Roadrunner, which is installed at Los Alamos National Laboratory, also was upgraded recently, enabling it to hit 1.105 petaflops on the Linpack benchmark. That was good enough for the IBM system to hold on to first place on a new version of the new Top500 supercomputers list, which was released last month in conjunction with the SC08 conference.

But just barely. Jaguar, which runs at Oak Ridge National Laboratory, took second place, with Linpack throughput of 1.059 petaflops – making it the only supercomputer other than Roadrunner to break the petaflop barrier thus far.

"Ultimately, both machines are incredibly capable systems," said Jack Dongarra, a computer science professor at the University of Tennessee. Dongarra is one of the compilers of the Top500 list, which is updated twice annually.

Roadrunner is a hybrid system with 12,960 of IBM's PowerXCell 8i chips and 6,948 AMD Opteron dual-core processors. The Opterons handle basic computer functions, while computations are run on the Cell chips. Jaguar, on the other hand, is based on 45,000 quad-core Opterons.

IBM has been quick to note that Roadrunner consumes less than half the power that Jaguar does. But Dongarra pointed out that Jaguar has much more memory than Roadrunner does, which adds to the Cray system's power consumption.

And, he said, programmers have to code software separately for the different types of processors used in Roadrunner. "Jaguar will be easier to use and easier to program by a wider group of people," Dongarra said.

– SHARON GAUDIN

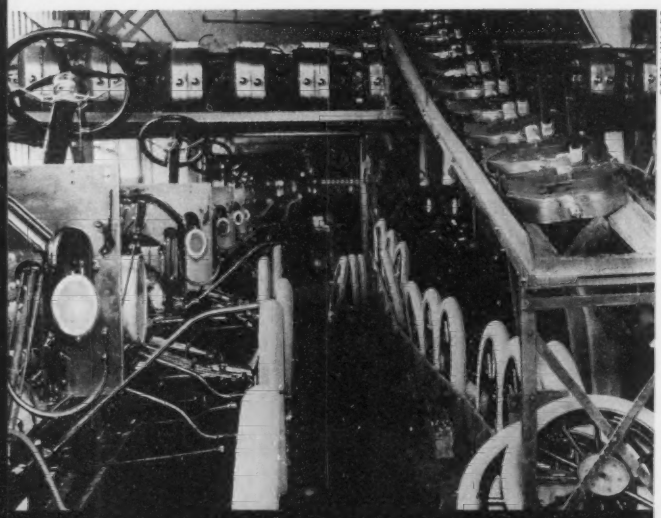
Inspiration is a blog post away when collaboration solutions work as one.

Built to work like you do, our next-generation suite of collaboration solutions—enterprise social networking, team workspaces, and e-mail and calendaring—allow people to share information and insights more effectively. Creativity flourishes, innovation thrives and your entire organization is more productive. Let us make IT work as one for you.

Download the Novell® Teaming Starter Pack with 20 free user licenses now at www.novell.com/collaboration

Novell
Making IT Work As One

Copyright © 2008 Novell, Inc. All rights reserved. Novell and the Novell logo are registered trademarks and Making IT Work As One is a trademark of Novell, Inc. in the United States and other countries.



GETTY IMAGES

With its new Generation 4 Modular Data Centers, Microsoft is "striving to bring Henry Ford's Model T factory to the data center."

Model T Inspires Microsoft Plan For Modular IT

The company sees factory assembly lines as the model for data center construction.

By James Niccolai

MICROSOFT CORP. plans a broad, five-year rollout of its container-based modular data center infrastructure, which executives last week called the foundation of the company's cloud computing effort.

Michael Manos, general manager of Microsoft's Global Foundation Services unit, first discussed the concept last spring when describing plans for its initial implementation at the company's new $500 million, 550,000-square-foot data center in Northlake, Ill.

In a blog post last week, Manos offered more details about the new infrastructure, which Microsoft calls the Generation 4 Modular Data Center. For example, he said that Microsoft engineers are creating common interfaces that will allow third-party manufacturers to plug into its computers, power supplies and generators.

Advocates say that the plans of Microsoft and others to replace conventional racks of servers with systems built into shipping containers that can be rolled right into buildings will make it far easier to set up data centers and to add processing power as needed. The modular infrastructure also eases the expansion of compute clouds that deliver online IT services.

"Gen 4 will move data centers from a custom design-and-build model to a commoditized manufacturing approach," Manos said. "In short, we are striving to bring Henry Ford's Model T factory to the data center."

Microsoft said that the new infrastructure will cut in half the time it takes the company to build a data center — from two years to one — and may reduce its capital costs by up to 40%. With the modular design, data centers can be expanded by simply adding prebuilt servers that are delivered and run in shipping containers, Manos said. Such container-based systems are already available from Sun Microsystems, Rackable Systems, Verari Systems and other vendors.

The containerized equipment will allow Microsoft to take other radical steps, like building data centers with no roofs, Manos said. This would cut construction costs and allow for the use of outside air for cooling, one of the costliest requirements in a data center. Microsoft said it is working with server vendors to develop systems that can operate in wider temperature ranges — from as low as 50 degrees Fahrenheit up to 95 degrees — in hopes of eliminating the need for chiller equipment at lower temperatures.

Bob Seese, chief architect at Advanced Data Centers, a San Francisco-based developer of corporate data centers, applauded Microsoft for sharing details about its plans to modularize its offerings. Companies are typically secretive about data center infrastructures, but in recent months, Microsoft and Google Inc. have started discussing their data center best practices, he added.

> **"Gen 4 will move data centers from a custom design-and-build model to a commoditized manufacturing approach.**
>
> **MICHAEL MANOS,** GENERAL MANAGER, GLOBAL FOUNDATION SERVICES UNIT, MICROSOFT CORP.

Ron Croce, chief operating officer at Brookfield, Conn.-based Validus DC Systems LLC, a provider of DC power infrastructures for data centers and telecommunications facilities, said that the modular approach would work for only a few companies — such as Microsoft and Google.

For example, he said, Microsoft's online services are mostly Web-based applications running on x86 servers and don't need the level of uptime and security required by businesses in many other industries, such as financial services. "A lot of the requirements are driven by regulatory mandates," Croce said. "If you're a financial services company, you can't have a data center with no roof."

"It's certainly a valid concept, but I don't see it as suitable for everyone," noted Christopher Johnston, vice president of critical facilities at Syska Hennessy Group Inc., an engineering firm in New York. "I think people will have to make a judgment depending on the type of industry they are in." ■

Niccolai *is a reporter for the IDG News Service.*

Congratulations to Teradata on the perfect choice for your expanded global headquarters.

In Ohio.

The State of Perfect Balance

When Teradata, one of the world's largest data warehousing and enterprise analytics companies became an independent company, they performed an exhaustive state-by-state search to find the perfect location for its global headquarters... one that provides everything the company and its people need to succeed professionally without sacrificing personal aspirations. Teradata was prepared to build anywhere, but they found the balance they sought in Ohio... the ideal location to grow a business. And an amazing place to live. Congratulations, Teradata, on a perfect choice.

"Ohio is the perfect home for Teradata, and for our people as well."

Bruce Langos
Chief Operations Officer
Teradata Corporation

Find your balance at OhioMeansBusiness.com.

Ohio
The State of Perfect Balance

TERADATA.
Raising Intelligence

Special Report

10th Annual Awards

PREMIER 100 IT LEADERS 2009

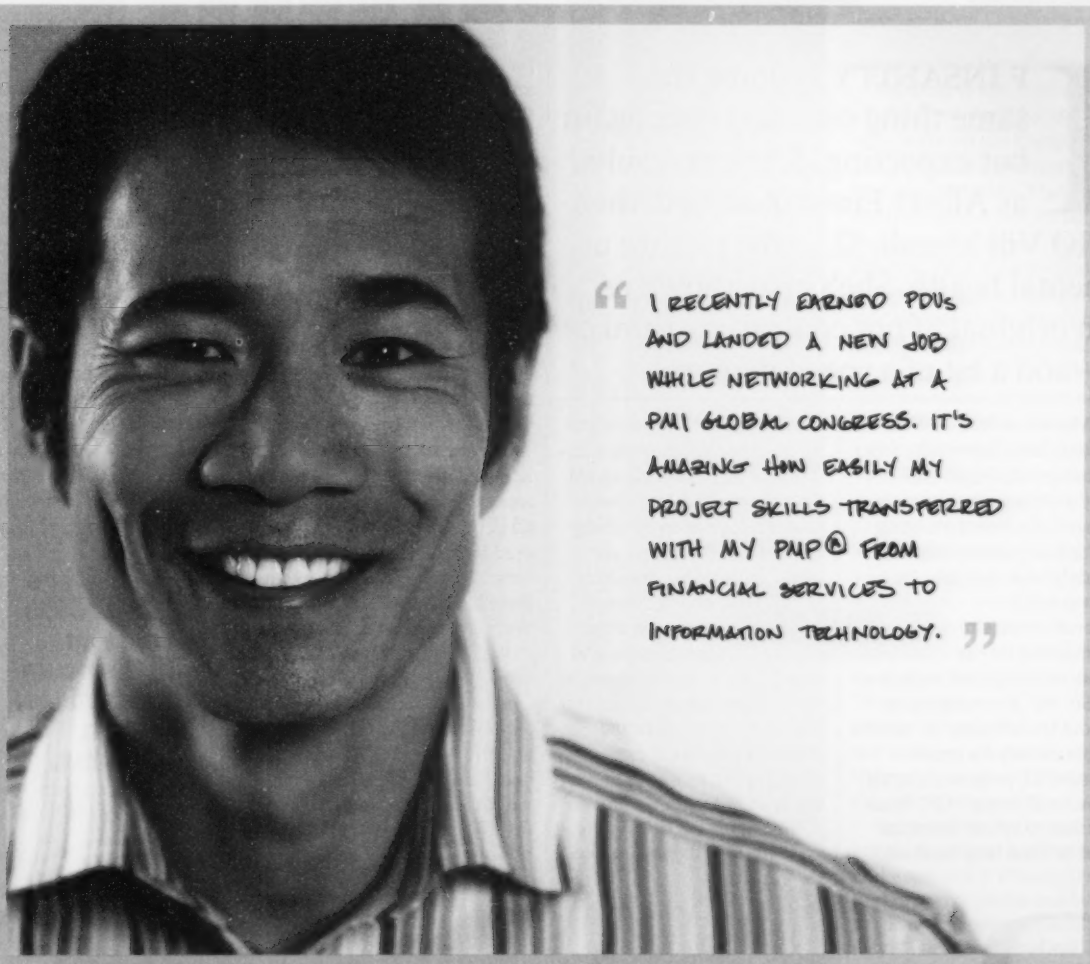
Learn from the best and brightest in the IT field.

ONLINE

Read more about each of the 100 honorees, including personal tips and snapshots.
Sort the full list of our Premier 100 IT Leader alumni, from 2000 to 2009.

► www.computerworld.com/09/p100

ILLUSTRATION: NELIANA MOSTACHUEVA


"I RECENTLY EARNED PDUs AND LANDED A NEW JOB WHILE NETWORKING AT A PMI GLOBAL CONGRESS. IT'S AMAZING HOW EASILY MY PROJECT SKILLS TRANSFERRED WITH MY PMP® FROM FINANCIAL SERVICES TO INFORMATION TECHNOLOGY."

Good things happen when you get involved with PMI.

One global community. Many local ways to build your project management career. Become a PMI member. Join a local chapter. Earn a globally recognized credential. Access our professional network.

Build your career at **PMI.org/**community

©2008 Project Management Institute, Inc. All rights reserved. "PMI" and the PMI logo are service marks of Project Management Institute, Inc. 050-041-2008 (07-08)

PMI
Project Management Institute

Breakaway IT LEADERSHIP

These 100 men and women are surging ahead of the pack trying on new roles. Along the way, these modern leaders

IF INSANITY is doing the same thing over and over again but expecting different results, as Albert Einstein mused, then CIO Viji Murali, 52, is the picture of mental health. She's also known as an original, if not contrarian, thinker — and a bit of a speed demon.

BY JULIA KING

Murali arrived at Washington State University from Western Michigan University a little over a year ago. There, she found an aging IT infrastructure that was clearly unacceptable for a top-notch research university competing for the best and brightest students.

So, she immediately set about trailblazing. To secure more money for much-needed IT projects, Murali hired a director of IT fundraising to solicit financial and in-kind help from successful and tech-savvy alumni. To expedite the implementation of an ultra-high-speed fiber network through mountainous regions in Washington and nearby Idaho, she hired an outside consultant and became an expert in fiber installation and cross-state taxation issues. Now, university researchers whose work involves huge files and databases can exchange that data over one of the world's fastest networks.

John Seral, CIO at GE Infrastructure, has a similar need for speed — and virtually no attachment to doing things the way they've always been done. Instead of taking the more traditional route and negotiating lower pricing to cut rapidly soaring software-licensing costs, Seral, 49, banished all licensed desktop software at GE Infrastructure after completing a successful pilot test using nothing but open-source applications. He then pushed GE's top brass to do the same companywide.

The result: "No more licensed desktops, period," reports Seral. "Going forward, all of our growth will be covered by [open-source] products. There's no cost in, and there is cost out immediately. We're getting instant return."

Washington State's Murali says, "My job is to bridge a decade of backwardness as well as to forge ahead, and the old tried-and-true ways are not going to get me where I need to be. It's time for CIOs to come up with their own best practices, to chart a new course."

Amen. That seems to be the resounding chorus of *Computerworld*'s 2009 Premier 100 IT Leaders, who more than ever are making a clean break with traditional IT strategies and roles and creating altogether new ones. Frank Sirianni, CIO at Fordham University, is a perfect example.

"It's my personal mission to either come up with new sources of revenue or ways to save money," Sirianni says. In the five-year budget he sent to the university's board of directors, he vowed to further reduce energy, paper and print-

> **"It's time for CIOs to come up with their own best practices, to chart a new course.**
>
> VIJI MURALI (AT RIGHT), CIO, WASHINGTON STATE UNIVERSITY

J. CRAIG SWEAT

ing costs by seven figures.

Ranging in age from 34 to 62, the 78 men and 22 women who make up the Premier 100 list are collaborators and consolidators. They are environmental and social policy leaders at their organizations. They tend to ignore well-worn lines of demarcation between business and consumer technology and are supporting blogs, wikis, iPhones and social networks. They deploy what works rather than what's politically safe. But they're also politically savvy when it comes to presenting their ideas and winning over top executives who may be more traditional.

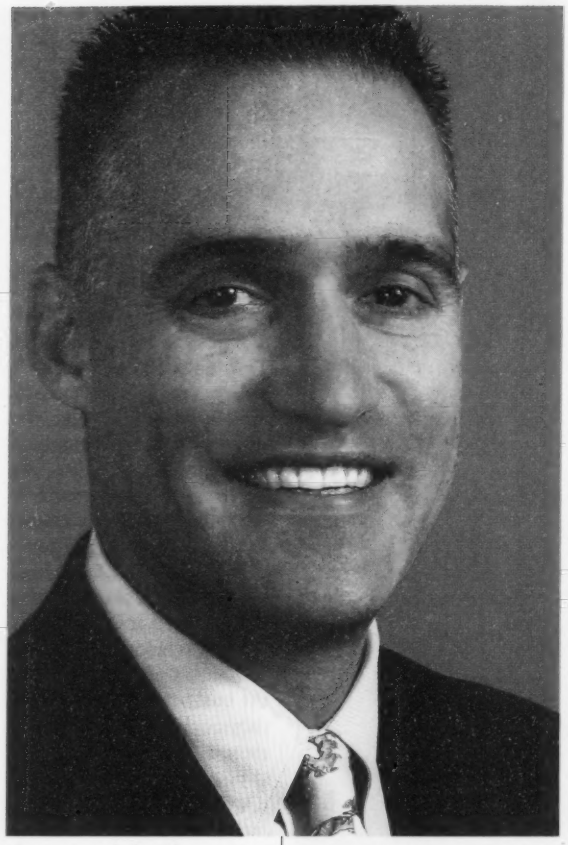
"You have to build a good value proposition for the business," says Daniel Wakeman, 47, CIO at Educational Testing Service (ETS). "If you have a way that lets the business do something they couldn't do otherwise, they're willing to listen."

Just recently, Wakeman got the nod from his board to make some of ETS's intellectual property assets available to the open-source community. "The idea is to allow it to grow into a more scalable and robust asset that we'll be able to use to get away from processing assessments on paper," he says.

TRANSFORMING THE BUSINESS

Last but not least, today's IT leaders are breaking cultural and managerial boundaries, embedding technical staffers into manufacturing, finance, customer service and other areas to not merely automate processes, but to also analyze, improve,

by testing new technologies, executing new strategies and are building stronger teams and more nimble businesses.



revamp, and abandon or create them in the overall drive toward business agility.

Tom Hughes, a 2009 Premier 100 honoree and CIO at the U.S. Social Security Administration, sums it up succinctly: "Breakaway IT leadership is business-gutsy, business-savvy and always looks ahead."

Breakaway leadership is also hard, and the hurdles are higher than ever. Major challenges now facing IT leaders include the dire state of the global economy, the increasing complexity and cost of technology, environmental and regulatory pressures, and the need to manage a diverse, multigenerational workforce.

Ironically, some of these same factors are catapulting IT to a position of renewed importance and respect within organizations.

> **"[What places IT at the forefront] is how we work with and deliver services to customers."**
>
> VINCENT MELVIN (ABOVE), CIO, ARROW ELECTRONICS INC.

"The more things change, the more they remain the same," says Brian Lurie, 47, CIO at Stryker Orthopaedics. The recent economic downturn highlights the need for IT-enabled initiatives that cut costs and improve customer service — and thereby increase revenue and profits, he says.

There's no question that the potential payoffs of such leadership are enormous. Consider Mike Baker, managing director of Chicago-based Citadel Investment Group. At 43, Baker has already led a ground-breaking initiative to convert 1,500 PCs into a private computing cloud that can perform more than 8 billion computations for complex analytical tasks such as evaluating all mortgages in the U.S.

Building a data center to handle such tasks would have been cost- and space-prohibitive. By designing the computing grid from desktops — which were not 100% utilized — and breaking down large jobs into smaller tasks that could be run across the grid, Baker and his team have made available huge amounts of computing capacity without increasing power and cooling needs. They're also saving the trading firm millions of dollars in racks and racks of new servers.

In the same 12-month period, Baker led an effort to decommission and sell off all of the copper cabling in Citadel's data center, replacing it with 10 Gigabit fiber. The team also implemented VMware systems to virtualize 70% of the servers in the data center, reducing both energy consumption and computing costs.

As a trading firm, "everything we do is about performance," Baker says. "There's nothing that Citadel does that doesn't have a performance implication. We look at things in millisecond time frames. We're very focused on the performance aspect of technology. That's the culture."

Yet make no mistake — Citadel's IT professionals also know the trading business inside and out, Baker says. "If you go to a Citadel trading floor, it's difficult to figure out who the IT person is and who the trader is. In our culture, technology is deeply integrated with the business."

MAPPING THE BUSINESS

Deep knowledge of the business, its processes and its day-to-day operations is absolutely critical in order for IT to fully leverage technology and provide real business value, say the 2009 Premier 100 IT Leaders.

Perhaps nowhere is that more true than in the manufacturing industry, where "if you can squeeze even a fraction higher yield or faster throughput, it has a large impact," says Sam Coursen, 58, CIO at $5.7 billion Freescale Semiconductor in Austin.

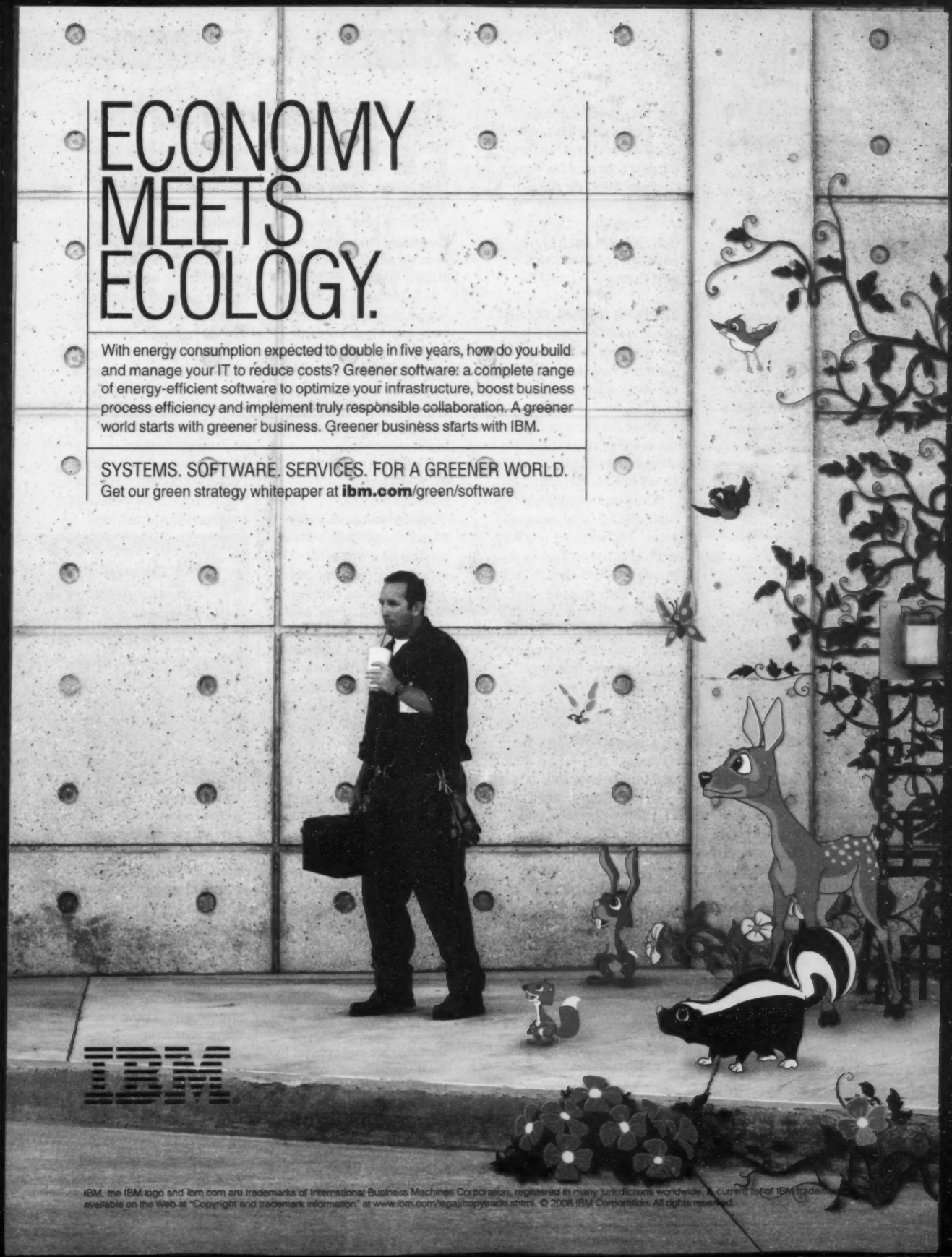
Freescale's award-winning, multiyear Advanced Intelligence Manufacturing (AIM) program, which involves tightly integrating business and manufacturing data, has already contributed more than $38 million to the chip maker's gross margin.

Now, Freescale is in the midst of an enterprise business intelligence program in which manufacturing and supply chain data from multiple plants and other design and engineering locations is collected into a single central repository.

"Typically, you'd find a lot of data being kept about each plant, and then you could optimize operations at that one plant," Coursen explains. What Freescale is doing is centralizing data from seven manufacturing sites in the U.S., Europe and Japan; consolidating assembly and test sites in Malaysia and China; and combining major R&D, design and support centers across Europe, the Middle East, Asia and Africa.

"We now have visibility of a single product through the

Continued on page 22


ECONOMY
MEETS
ECOLOGY.
With energy consumption expected to double in five years, how do you build and manage your IT to reduce costs? Greener software: a complete range of energy-efficient software to optimize your infrastructure, boost business process efficiency and implement truly responsible collaboration. A greener world starts with greener business. Greener business starts with IBM.
SYSTEMS. SOFTWARE. SERVICES. FOR A GREENER WORLD.
Get our green strategy whitepaper at ibm.com/green/software
IBM
IBM, the IBM logo and ibm.com are trademarks of International Business Machines Corporation, registered in many jurisdictions worldwide. A current list of IBM trademarks is available on the Web at "Copyright and trademark information" at www.ibm.com/legal/copytrade.shtml. © 2008 IBM Corporation. All rights reserved.

The Judges

Special thanks go to our 10 judges, many of them Premier 100 IT Leader alumni, who helped evaluate this year's candidates:

REBECCA BLALOCK, senior vice president and CIO, Southern Co. (2006)

ROBERT DOWD, CIO, Sonora Quest Laboratories LLC (2007)

KUMUD KALIA, CIO and executive vice president of customer operations, Direct Energy (2008)

TED MAULUCCI, CIO, Tridel Corp. (2008)

GREGORY B. MORRISON, CIO, Cox Enterprises Inc. (2008)

KAY J. PALMER, executive vice president and CIO, J.B. Hunt Transport Services Inc. (2006)

NEAL A. PUFF, CIO, Yuma County, Ariz. (2008)

ROBERT A. ROSATI, senior vice president and CIO, Werner Co. (2001)

HOWARD RUBIN, CEO, Rubin Worldwide

ROBERT STRICKLAND, senior vice president and CIO, T-Mobile USA Inc. (2008)

>>> Read details on how the honorees were chosen, on page 58.

Continued from page 20

entire flow," Coursen says. As a result, manufacturing problems are spotted and resolved more quickly.

"The big change now is that we can see the product all the way through the process. We can track the yield from end to end," Coursen says.

A critical prerequisite to the success of both the AIM and BI initiatives was a huge process-mapping project that essentially laid out, step by step, the company's entire value chain. "We matched hundreds and hundreds of applications to that process map," Coursen says. After that, IT champions were designated for each process group and directed to work side by side with the business owner of the same process group.

"It's the joint expertise of IT experts and business experts that enables you to find and focus on the pain points," Coursen says. "If you just go in with IT, you don't have enough knowledge to know what will really change the game."

TAPPING YOUNG TALENT

In their drive to make businesses more collaborative, agile and responsive, IT leaders such as Jerome Oglesby, chief technology officer at Deloitte Services in Atlanta, say some of their strongest allies come from the growing ranks of Gen Y employees.

"Corporations have to figure out how to be more real-time," and younger workers definitely have a real-time mentality, says Oglesby. "They don't want to send an e-mail, then wait a day and get a response. IM, texting and videoconferencing are how they communicate."

At Deloitte, "we have started focusing a lot on immediate-gratification tools and technologies that take advantage of [Gen Y's innate real-time tendencies]," he says.

Deloitte has set up a social networking site called D Street, where employees can build and upload personalized Facebook-like pages. In its initial iteration, D Street contained structured templates that employees were supposed to fill in with required information. "We did it this way because of our old mentality of wanting to control the information that was being put out there," Oglesby says.

Big mistake. Younger workers largely ignored the system because what they wanted was a site where they could customize the look and feel of their infor-

Continued on page 24

The Innovation Imperative

EXPECT the unexpected from Jay Srini, chief innovation officer at UPMC Health Plan Inc.

"In health care," she says, "you need to have breakaway ideas because the current way of doing things is untenable."

As Srini sees it, one of the biggest problems in the field today is that financial reimbursements to hospitals and other providers simply aren't enough to support ongoing high-quality research. This, in turn, impedes advances in health care overall.

UPMC is addressing the issue with a variety of IT-enabled initiatives.

"We are taking our knowledge and experience in implementing electronic medical records and leveraging that to generate revenue," Srini says. Earlier this year, UPMC and Newcastle Upon Tyne Hospitals, a National Health System Foundation Trust in the U.K., announced a partnership to deploy electronic health record technology at Newcastle's hospitals. UPMC and Newcastle have also formed a joint venture to provide IT services to other U.K. hospital trusts.

Another commercial venture involves working with researchers from Intel Corp., the University of Pittsburgh and Carnegie-Mellon University to develop and market computer-aided tools for health diagnoses.

"In my current role as chief innovation officer, my goal is to drive innovation through multidisciplinary collaboration and use technology as the substrate and catalyst for the dynamic transformation of health care," Srini says.

Currently, one of her organization's top priorities is finding new ways to reach out to health care consumers. "A very interesting piece [of that initiative] is how we can use technologies such as social networking to reach out to people and to transform the way we deliver health care information," she says.

In addition to adopting more conventional portals for physicians and members, UPMC intends to "radically transform" how it engages its consumers by using Web 2.0 technologies such as social networks, Srini says. The goal is to make the tools available on the Web and via handheld devices.

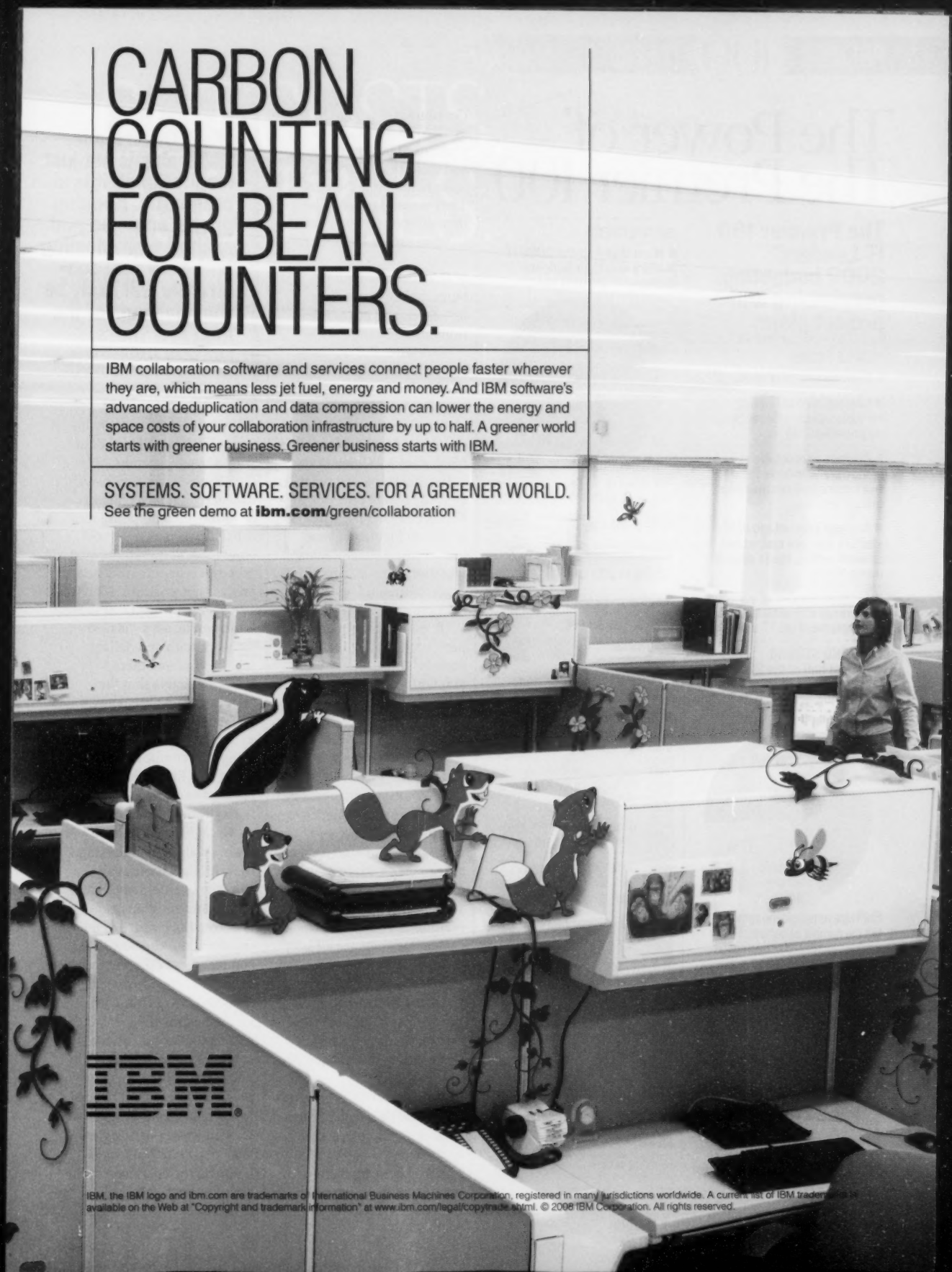
Srini says she firmly believes that achieving such a transformation requires the knowledge and experience of everyone.

> **"In health care, you need to have breakaway ideas because the current way of doing things is untenable."**
>
>
>
> JAY SRINI, CHIEF INNOVATION OFFICER, UNIVERSITY OF PITTSBURGH HEALTH PLAN

"You have to go across disciplines and find talent," she says. "All of our leaders, from marketing to IT and finance, have a different perspective in terms of management and leadership. We try to find unique ways to leverage that for competitive advantage. You need to go across disciplines and put all of these talents together to gain an intellectual advantage and innovation."

What stymies innovation, Srini says, is failing to listen to dissenters. "A lot of new ideas come from partnering with others and new people coming in. Let knowledge come from anywhere," she advises.

– JULIA KING


CARBON
COUNTING
FOR BEAN
COUNTERS.
IBM collaboration software and services connect people faster wherever they are, which means less jet fuel, energy and money. And IBM software's advanced deduplication and data compression can lower the energy and space costs of your collaboration infrastructure by up to half. A greener world starts with greener business. Greener business starts with IBM.
SYSTEMS. SOFTWARE. SERVICES. FOR A GREENER WORLD.
See the green demo at ibm.com/green/collaboration
IBM
IBM, the IBM logo and ibm.com are trademarks of International Business Machines Corporation, registered in many jurisdictions worldwide. A current list of IBM trademarks is available on the Web at "Copyright and trademark information" at www.ibm.com/legal/copytrade.shtml. © 2008 IBM Corporation. All rights reserved.

The Power of The Premier 100

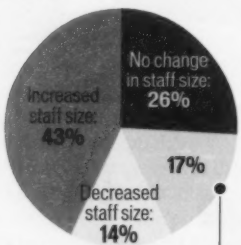
The Premier 100 IT Leaders' 2009 budgeting, purchasing and project plans

PEOPLE POWER

- Average size of IT staff: 1,277
- Average size of IT staff for which each honoree is responsible: 758
- Average percentage of IT staffers who have their workspaces within business units: 31%
- Average percentage of IT staffers who are embedded, or work within, the IT department: 100%
- Average number of contract IT workers currently being used to supplement the IT staff: 394

GROWING STRONG

■ Almost half of the 2009 IT leaders saw staffing growth within their departments in the past year:



Staff size remained the same, but the number of contract IT workers increased or decreased

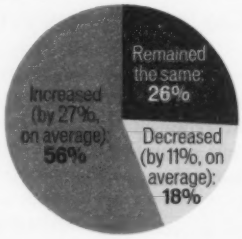
PARTNERS IN BUSINESS

■ The top five strategic vendor partners or suppliers of the 2009 honorees:

1	Microsoft Corp.
2	IBM
3	Oracle Corp.
4	Cisco Systems Inc.
5	Hewlett-Packard Co.

BIG SPENDERS

■ More than half the 2009 IT leaders saw their budgets increase in the past year:



TOTAL IT BUDGETS FOR 2009

$1M to $9.9M	11%
$10M to $49.9M	[illegible]
$50M to $99.9M	13%
$100M to $249.9M	[illegible]
$250M $999.9M	18%
Greater than $1B	[illegible]

TECHNOLOGY ON TAP

■ The Premier 100 IT Leaders put these projects at the top of their to-do lists for 2009:

1	Application development, including ERP and CRM projects
2	Data management and business analytics
3	Data center upgrades, including virtualization and "green" computing
4	E-business initiatives
5	Network infrastructure upgrades
6	Content management projects
7	Wireless and mobile plans, including RFID and Wi-Fi
8	Security initiatives
9	Disaster recovery and continuity planning
10	Storage projects

NOTE: INFORMATION IN THIS PACKAGE REFLECTS SURVEY DATA COLLECTED IN JULY AND AUGUST 2008.

Continued from page 22

mation, photos and other content. "They told us loud and clear that they didn't want to look like Deloitte. They wanted to look like themselves," Oglesby says.

To its credit, Deloitte responded with a new version of D Street that includes blogs, wikis, support for RSS feeds and customization tools.

"Our CEO and our most senior leadership recognize that the future for us is Gen Y, women and minorities. We are making an active play for Gen Y, and technology is a big part of it," Oglesby says.

In something of a twist on Oglesby's Gen Y strategy, Vincent Melvin, 45, CIO at Arrow Electronics Inc., last summer chartered each member of his leadership team to hire and work with twentysomething interns.

"It was an interesting experience for all of us," says Melvin. One of the things you notice is how those folks are driving the use of wikis and tool sets like YouTube and Facebook. It's the way they go about their social life and their work life."

Arrow is also using more Web-based technologies to create tighter links with its customers. Currently, under agreements with two suppliers, it can view inventory beyond its own warehouse and monitor the suppliers' stock.

"Now we can see all inventory and can pull it proactively," Melvin explains. "In some cases, we can add products to a sale, whereas before, we didn't have the flexibility to do that quickly or efficiently."

He says Arrow is looking to expand this kind of business and technology relationship across all of its suppliers, providing them with an array of SOA-based links they could use to quickly integrate their inventory data with Arrow's systems.

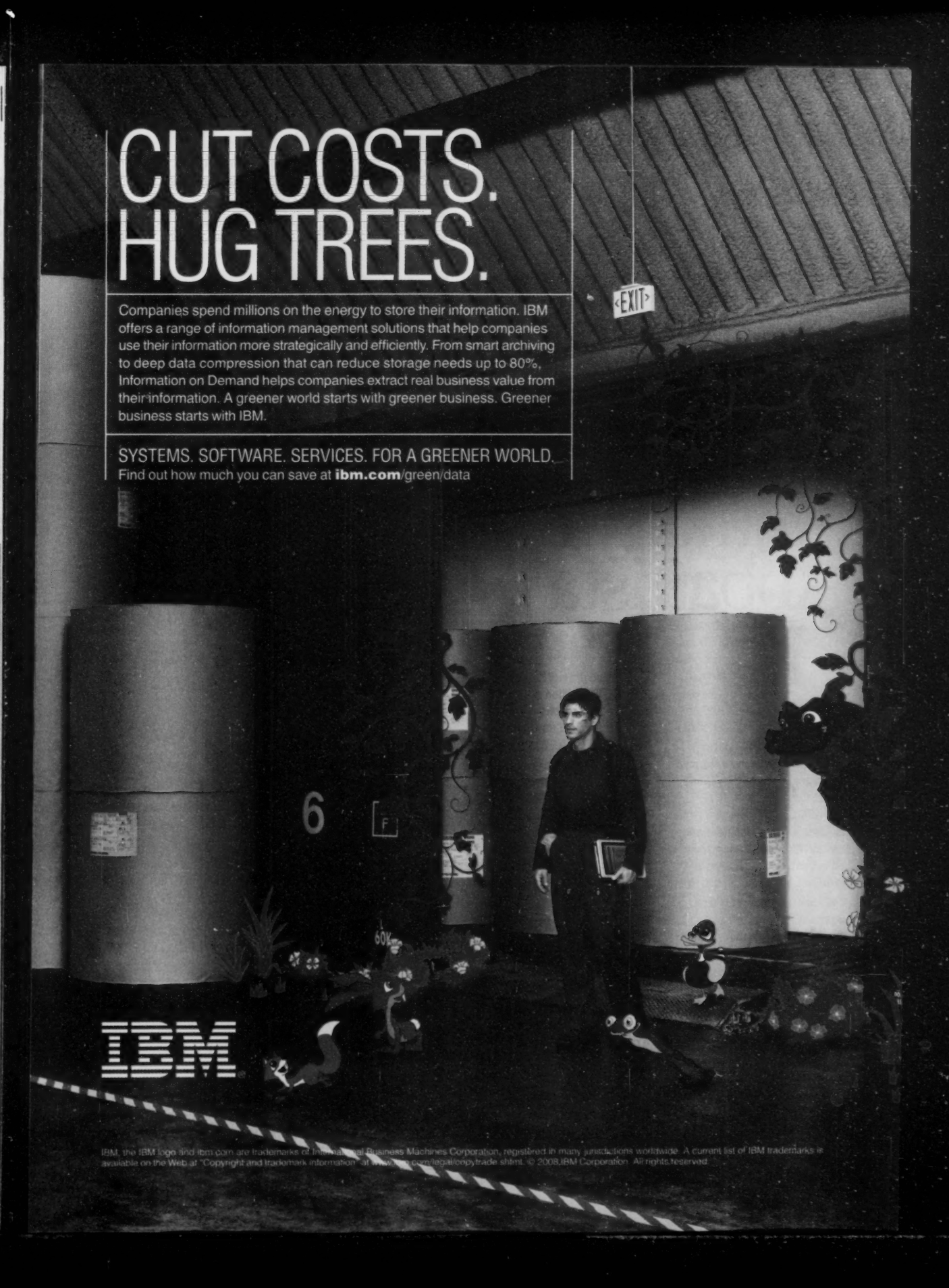
> **"Great leadership is not just inspirational; it is also pragmatic. Keeping people engaged and excited while dealing with very real constraints will likely be the challenge of the next few years.**
>
> PAUL GLEN, IT MANAGEMENT EXPERT AND *COMPUTERWORLD* COLUMNIST

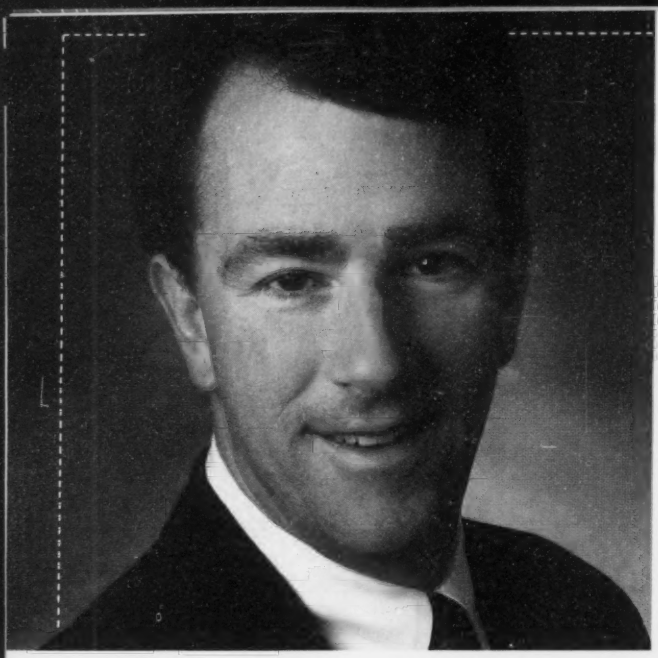
"The way I see breakaway IT leadership is driving innovation and competitive capability sets that go beyond the traditional internal process re-engineering and process automation," Melvin says. What places IT at the forefront, he says, "is how we work with and deliver services to customers."

It's inevitable that the factors guiding breakaway IT leadership will change as business, political and economic conditions shift. What will likely remain stable are the underlying traits in the leaders themselves.

"Great IT leaders have always sought to understand the technical tools available, the business needs and opportunities of an organization, the culture of the organization, and how to best connect these different facets for the benefit of everyone involved," says Paul Glen, an IT management expert and a *Computerworld* columnist.

"Great leadership is not just inspirational; it is also pragmatic," he adds. "Keeping people engaged and excited while dealing with very real constraints will likely be the challenge of the next few years." ■


CUT COSTS.
HUG TREES.
Companies spend millions on the energy to store their information. IBM offers a range of information management solutions that help companies use their information more strategically and efficiently. From smart archiving to deep data compression that can reduce storage needs up to 80%, Information on Demand helps companies extract real business value from their information. A greener world starts with greener business. Greener business starts with IBM.
SYSTEMS. SOFTWARE. SERVICES. FOR A GREENER WORLD.
Find out how much you can save at ibm.com/green/data
EXIT
IBM
IBM, the IBM logo and ibm.com are trademarks of International Business Machines Corporation, registered in many jurisdictions worldwide. A current list of IBM trademarks is available on the Web at "Copyright and trademark information" at www.ibm.com/legal/copytrade.shtml. © 2008 IBM Corporation. All rights reserved.



Anthony L. Abbattista

VICE PRESIDENT, TECHNOLOGY SOLUTIONS, ALLSTATE INSURANCE CO.

"**EXPLOSIVE.**" That's how senior vice president and CIO Cathy Brune describes the impact Anthony Abbattista has had over the past five years at Allstate Insurance. After more than 18 years in consulting, Abbattista, 44, came to Allstate with great ideas and a vision for implementing them. "What he's learned here is how to deliver. He knows how to listen and [exert] influence inside a company," says Brune.

In his short time there, Abbattista has overseen the consolidation of 14 data warehouses to two – a move that cut IT support staff needs by two-thirds. With a team of more than 1,400, he instituted a standardized set of user self-service business intelligence tools that cleared up a long request backlog. And the team is now pursuing new tools for data visualization and deep mining of that data. The $95 million project is saving Allstate $30 million a year.

The data warehouse effort had been tried before, says Brune. "There was trepidation about the whole thing," she says. "It really took his personal influence and tenacity to get that done."

Abbattista had to adjust to the idea that when you're a staffer rather than a consultant, you have to earn trust and learn how to exert influence. So he looked for opportunities to help. "Realizing when people need help and offering it in a way that's attractive, that's win-win," he says.

Brune says Abbattista is one of the few individuals who combines an in-depth understanding of IT architecture with a canny ability to align that knowledge with the company's business strategy – and sell his vision to the business. "He is definitely one of the best out there," she says.

– ROBERT L. MITCHELL

Anne S. Agee

Vice provost for IT, CIO, University of Massachusetts, Boston

What do you love about IT? "It has a new challenge every day."
Passion outside of work: Genealogy research
What's in your MP3 player? Paul Simon, The Beach Boys and Yo-Yo Ma
Twenty years ago, I was . . . "Teaching American literature."
Leadership philosophy in a nutshell: "Put people first. Create a compelling vision of where you want the organization to go. Build a collaborative environment. Celebrate what is working well, and you'll get more of it."

Andres J. Andreu

Technical director of Web/application engineering, Ogilvy & Mather Worldwide Inc., New York

First job: Mural graffiti artist
Most valuable career advice: "Don't ever leave yourself vulnerable to take the blame for the blunders of someone else."
Favorite vice: "Reverse-engineering anything that seems to be a black box."
What do you love about IT? "The never-ending and always-morphing challenges."
Best mentoring relationship: "My kung-fu sifu, Kenny Gong, was my greatest mentor."

Robert M. Alexander

Executive vice president, CIO, head of enterprise customer management, Capital One Financial Corp., Richmond, Va.

Favorite TV shows: "*Battlestar Galactica* and *Lost*; I TiVo both and watch them with my 14-year-old son."
Energy-smart initiative: "Today, work is what you do, not a place you go," says Alexander. As part of an optional flexible work program at Capital One, employees aren't assigned desks but have access to open areas. "This reduces real estate space required and enables many associates to easily work remotely," he says.

Thaddeus Arroyo

CIO, AT&T Inc., Dallas

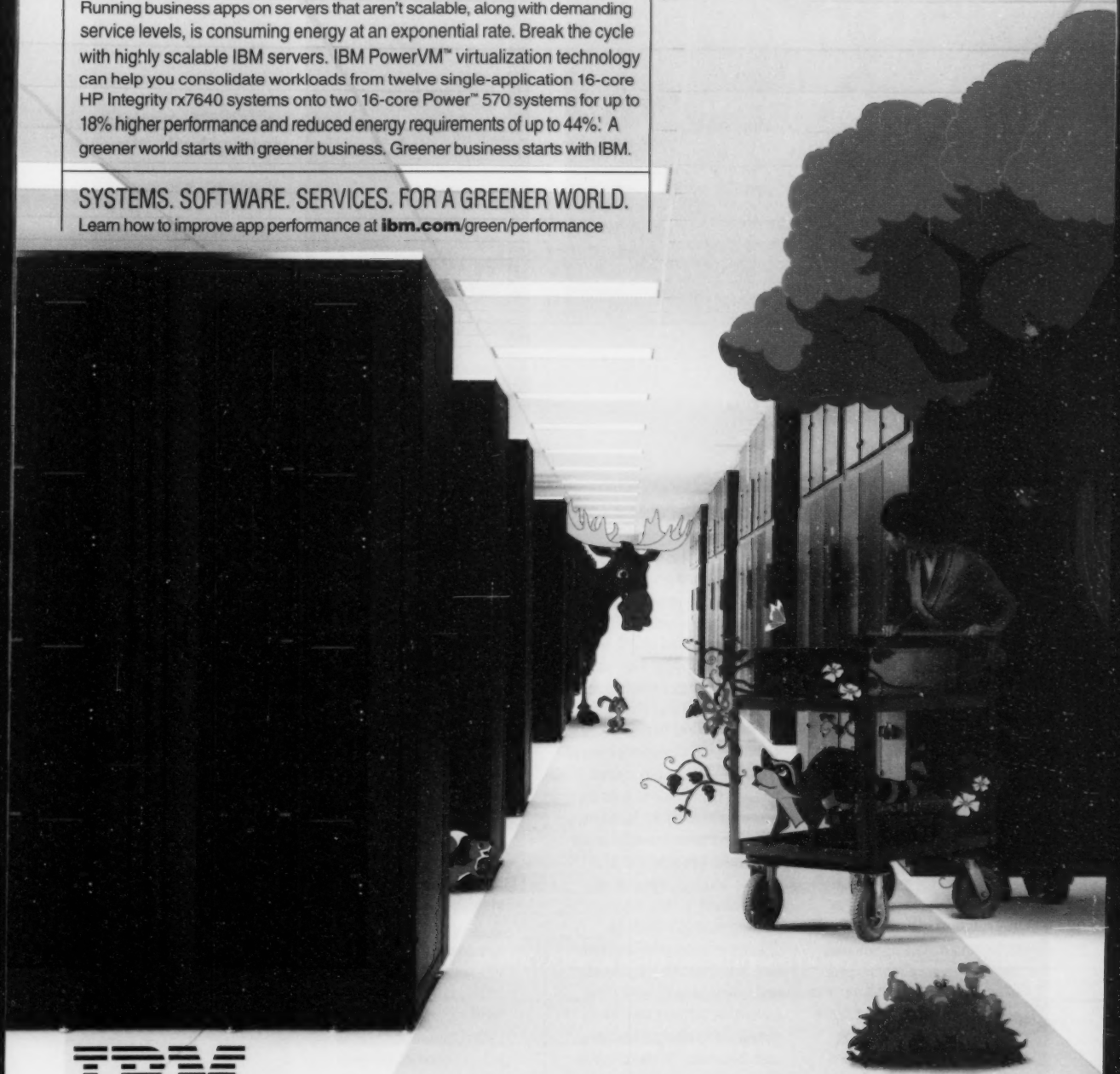
Best mentoring relationship: "The relationship between my father and me."
Passions outside of work: "Spending time with my daughter, and running."
Favorite book: *The Art of Possibility*, by Rosamund Stone Zander and Benjamin Zander
Leadership philosophy in a nutshell: "Don't limit your team's ability to innovate by your perceived view of what is possible. Always be willing to take manageable risks and step into uncomfortable positions, because those experiences can produce the greatest growth and rewards."

BLACK IS THE NEW GREEN.

Running business apps on servers that aren't scalable, along with demanding service levels, is consuming energy at an exponential rate. Break the cycle with highly scalable IBM servers. IBM PowerVM™ virtualization technology can help you consolidate workloads from twelve single-application 16-core HP Integrity rx7640 systems onto two 16-core Power™ 570 systems for up to 18% higher performance and reduced energy requirements of up to 44%.[1] A greener world starts with greener business. Greener business starts with IBM.

SYSTEMS. SOFTWARE. SERVICES. FOR A GREENER WORLD.

Learn how to improve app performance at **ibm.com**/green/performance



IBM

[1]For complete details, go to ibm.com/green/claim. IBM, the IBM logo, ibm.com, PowerVM and IBM Power 570 are trademarks of International Business Machines Corporation, registered in many jurisdictions worldwide. A current list of IBM trademarks is available on the Web at "Copyright and trademark information" at www.ibm.com/legal/copytrade.shtml. © 2008 IBM Corporation. All rights reserved.

Jackie A. Barretta

VICE PRESIDENT AND CIO, CON-WAY INC.

HOW IS IT that a freight business with tight margins and a focus on efficiency is attracting the best programmers in IT? Jackie Barretta, vice president and CIO at Portland, Ore.-based Con-way, did it by moving to an agile development model and empowering developers with a management style that gives them the flexibility to execute as they see fit. "We attract the best people because we have the best environment," she says.

Barretta, 47, developed her management style as she rose through Con-way's ranks over the past decade, but the move to agile programming was a more recent – and risky – change. With no real-world examples to draw upon, Barretta had to rely on textbook descriptions and her own development background to sell the concept.

"We took a chance. We spent a lot of time and energy on that, and we didn't know how it would turn out," she says.

The gamble paid off. IT, which had a reputation for slow progress on projects, moved to an iterative model that delivers a few key features of new projects to the business in weeks instead of months. Each subsequent iteration then delivers both improvements and new features. "We help the business be more successful because we're so flexible and fast. They're very happy about it," she says.

But to Praveen Sharabu, director of enterprise architecture, it is Barretta's openness and willingness to listen that makes the difference. "She's not afraid to change her mind," says Sharabu. "If she decides to go one way, you can always sit her down and she's willing to say, 'OK, let's consider it.' "

– ROBERT L. MITCHELL

Mike Baker

Managing director, Citadel Investment Group LLC, **Chicago**

Your recreational best: "Going 169 mph in an Enzo."
What about you would surprise the people you work with? "I think most people would be surprised that I own and ride horses."
Leadership philosophy in a nutshell: "I truly believe in hiring the brightest people who can work well as a team. When bright people collaborate, the results are truly inspiring. There are two things that I always look for in people that I'm hiring. First and foremost is integrity. The second is not being afraid to fail."

Larry J. Bonfante

CIO, U.S. Tennis Association, **White Plains, N.Y.**

First job: Human resources analyst
Best mentoring relationship: "I mentor master's degree students at Columbia University."
Favorite sport: Hockey
What about you would surprise the people you work with? "I once played in a band that warmed up for Aerosmith."
"Aha" leadership moment: "Relearning that each person has a unique perspective and set of talents and individualizing the way you leverage each person's strengths."

Christopher C. Barron

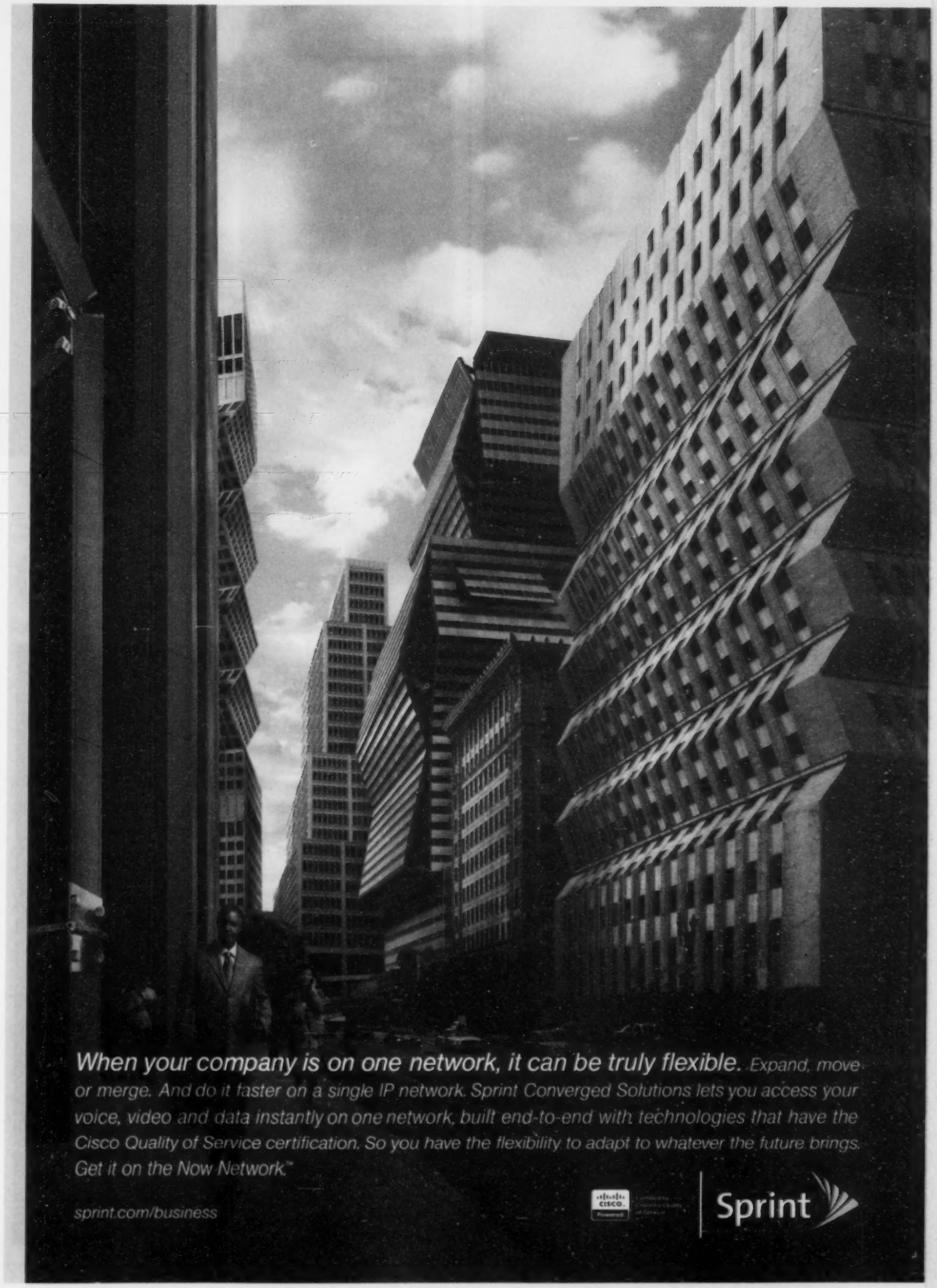
Vice president, CIO, CPS Energy, **San Antonio**

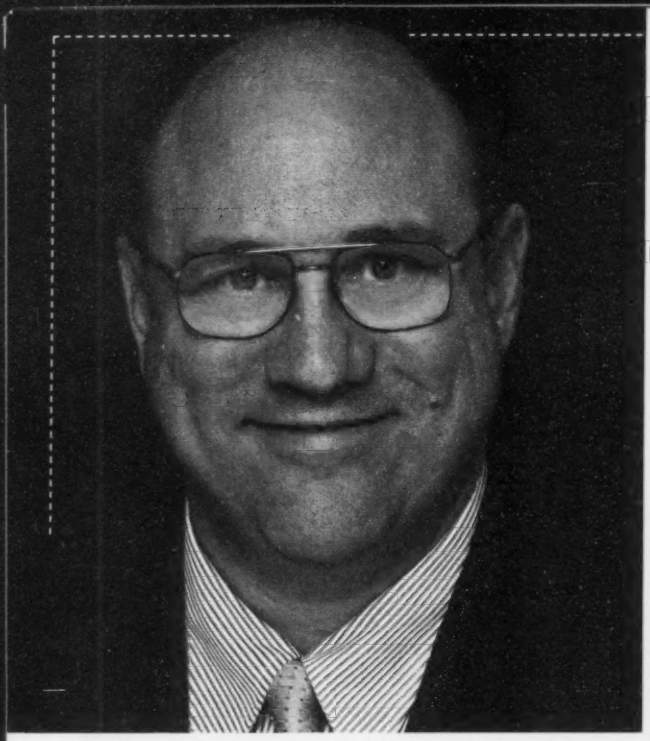
What do you love about IT? "IT is one of the few divisions that can see across an entire company."
Favorite book: *The Iliad*, by Homer
Most valuable career advice: "You will fail at 100% of the things you do not attempt."
Leadership philosophy in a nutshell: "A leader will be judged by the people he mentors and ultimately leaves behind. More than any other action, a good leader will do whatever is necessary to find great talent wherever it lies and develop it."

Ronald Charles Bonig

Vice president, CIO, George Washington University, **Washington**

Favorite vice: "Very, very dark and peaty scotch."
People you'd invite to your dream dinner party: Teddy Roosevelt, Ronald Reagan, John Adams and Thomas Jefferson
Your recreational best: "Double diamonds in 22 inches of powder."
Leadership philosophy in a nutshell: "You lead people and manage processes – don't get those two reversed! And standards, systems and procedures are your safety net, not your burden."


When your company is on one network, it can be truly flexible. Expand, move or merge. And do it faster on a single IP network. Sprint Converged Solutions lets you access your voice, video and data instantly on one network, built end-to-end with technologies that have the Cisco Quality of Service certification. So you have the flexibility to adapt to whatever the future brings. Get it on the Now Network.™
sprint.com/business
Sprint



Jim Burns

CIO, STATE OF ALABAMA

IF AGENCIES that require a common set of IT services aren't able to share data as well as they should, what should you do? For Jim Burns, 52, CIO for the state of Alabama, the answer was to bake a cake.

Of course, Burns' cake – a wedding cake, to be precise – was purely metaphorical. Says Burns: "This 'wedding cake' is comprised of four layers of technology, layered from the bottom up: a unified physical network, a common platform operating system, a common directory service encompassing all domains, and unified messaging for workflow."

Likening the plan to a familiar dessert helped garner buy-in, says Jack Doane, Alabama's assistant director of infrastructure. "Jim's wedding-cake analogy is a simple way for people to understand how the different layers of technology build upon each other," Doane says. "Traditionally, state agency technology has been compared to a stovepipe. Technology has gradually evolved to meet specific business needs, but until now, it did not allow for easy exchange of information between agencies."

As Alabama's CIO, Burns is tasked with carrying out many of Gov. Bob Riley's e-government services initiatives. Chief among those is Camellia, which is an electronic system designed to deliver public health services that stretch over 29 programs, including Medicaid, state mental health, rehabilitation and senior citizen services.

Burns' efforts to coordinate technology to reach his state's most vulnerable citizens required sound leadership. "My philosophy is one of balance – a balance between planning and action, a balance between technical and functional, and a balance between control and service," he says. "Successful leadership involves planning first and then providing the direction to get the job done."

– JENNIFER McADAMS

Emanuel Brady Jr.

Vice president of IT, CIO, Space and Airborne Systems, Raytheon Co., El Segundo, Calif.

What do you love about IT? "I love positively impacting the way business gets done, knowing the work we do is reflected in the quality of work life, the end product and, increasingly, enabling work/life balance."

"Aha" leadership moment: "The careful use of 'as is' information can be used to drive the right behavior when done properly. The old adage that the data must be clean before you use it is not always true."

Stephen J. Byrne

Vice president, agency and field automation technologies, Harleysville Insurance, Harleysville, Pa.

Passion outside of work: "My family."

What do you love about IT? "Solving business problems."

Favorite sport: Golf

Leadership philosophy in a nutshell: "Establish respect with your superiors, peers and staff. To do so, hustle with everything you do and work harder than they do. This forms respect. When you have this in place, people want to work with you and feed off your enthusiasm."

Mark Burnette

Executive director of IT operations and security, Gaylord Entertainment Co., Nashville

First job: "Selling Cokes in Neyland Stadium in Knoxville during University of Tennessee Vols games."

Most valuable career advice: "Remember that we're all free agents."

Best mentoring relationship: "I'm proud to say my children."

Leadership philosophy in a nutshell: "My favorite part of leadership is giving employees the tools, direction and support to succeed and then celebrating with them when they do."

Laura E. Campbell

Associate librarian, CIO, Library of Congress, Washington

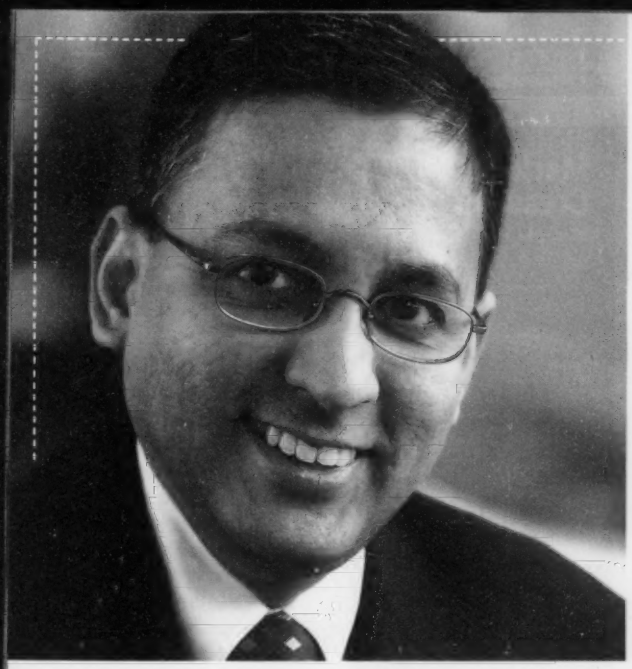
What do you love about IT? "Technology as a catalyst for change."

Write your own epitaph: "Life was good!"

People you'd invite to your dream dinner party: Nelson Mandela, the Dalai Lama and Barack Obama.

Favorite ice cream flavor: Chocolate

Leadership philosophy in a nutshell: "Take early action, learn by doing, be collaborative and catalytic. Trust that innovation will result from creative collaboration."



Manoj S. Chouthai

CIO, VICE PRESIDENT OF IT,
PUBLIC SERVICE ENTERPRISE GROUP INC.

THREE YEARS AGO, Public Service Enterprise Group was in the throes of a planned merger, IT budgets were flat, and employees were leaving.

"There was a lot of second-guessing during the merger effort, but that didn't help anyone," says Manoj S. Chouthai, 44, vice president of IT and CIO at the Newark, N.J.-based company. "At the end of the day, in managing any change, it's best to be honest with people."

When the merger fell through, PSEG's IT department had to make up for lost time. "The biggest challenge was catching up on things that had been on hold, such as a life-cycle plan," says Karen Sidie, director of IT operational excellence.

Not only did Chouthai's calmness and honesty help PSEG rebuild its IT team, but so did his ability to move between the IT and business sides of the organization. "His architectural background and technical experience were extensive," Sidie says. "But he has incredible skills in relationship management – he's not the stereotypical techie. It's the first time we had a CIO with both tech and relationship skills."

Chouthai describes his approach this way: "If you are doing the right things for the right reasons, and you're able to explain what you're doing with a certain amount of transparency, I've found that most people will be convinced. Even if they don't like what they're hearing, they trust you to lead. I don't form opinions quickly, and I take time listening."

"Clearly, Manoj knows what success looks like in the future," Sidie notes. "He pushes us to get out of firefighting mode, fixing things so they won't bog us down."

– EUGENE A. DEMAÎTRE

Brian Cobb

Senior vice president, technology infrastructure and operations, Fannie Mae, Washington

Twenty years ago, I was . . . "Installing computer systems in Melbourne, Australia."

Favorite book: *Red Storm Rising*, by Tom Clancy and Larry Bond

Energy-smart initiative: "I led a multimillion-dollar project for the construction, commissioning and implementation of a data center on time, on budget and to industrywide acclaim. Green design elevated operational efficiencies by 20% while meeting environmental and community goals."

Baron Concors

CIO, Pizza Hut Inc., Dallas

Most valuable career advice: "Never compromise your integrity. It's the only thing that no one can take away from you. Always do the right thing, and you'll be just fine."

Your recreational best: "I ran with the bulls in Pamplona, Spain."

Leadership philosophy in a nutshell: "People don't quit companies – they quit people. Take a personal interest in your team members' growth, and empower them to succeed. Create a fun work environment where open communications and diverse thoughts are encouraged."

Michael H. Collison

Director, IS operations and software integration, Auto Warehousing Co., Tacoma, Wash.

Favorite vice: "Playing too many video games."

Passion outside of work: "Spending time with my kids."

Twenty years ago, I was . . . "Moving and replacing Wyse terminals."

Leadership philosophy in a nutshell: "Lead by example and try to enable those who report to me to use their skills to complete their projects. I try to give them direction and the tools to get the job done and then get out of their way."

Sam Coursen

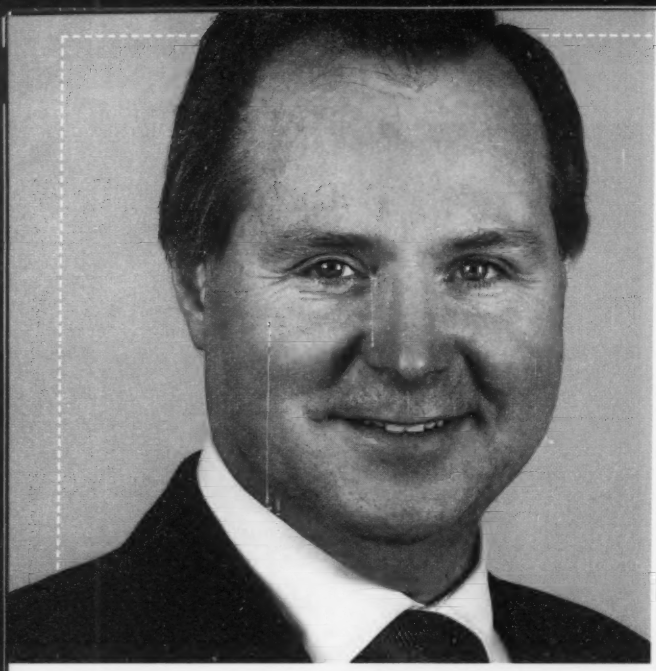
Vice president, CIO, Freescale Semiconductor Inc., Austin

First job: "'Student engineer' for AT&T in Atlanta, a co-op student assignment."

Favorite TV show: *Seinfeld*

Best mentoring relationship: "Mentored two Fortune 500 CIOs and several CIOs of smaller companies."

What do you love about IT? "First, IT is inevitably 'on the line' to deliver every day. This creates a daily tension, but it also leads to stronger satisfaction upon successes. Second, the game is always changing with the dynamic rate of technology change. IT is never boring."



Timothy P. Cox

CIO, ONSTAR CORP.

DESPITE a slowing global economy, General Motors Corp.'s OnStar unit has been growing by leaps and bounds as its in-vehicle technology has been extended to GM's entire automotive line. OnStar is also working to expand its offerings to China and beyond through a joint venture. All the while, OnStar CIO Timothy Cox, 53, has had a steady hand at the wheel.

"We need good reliability and discipline, and sound management, to maintain service to our subscribers," says Cox. Upcoming offerings include turn-by-turn navigation and a system that slows down stolen vehicles, and rapid software development and delivery are essential to stay competitive, he says.

"I've been in the industry for over 20 years, and Tim could be the best," says Chris Steel, director of IT operations at Detroit-based OnStar. "Some people are better at vision or execution, some with application development. With him, you get the whole package: He works with leaders and the extended team on delivery, keeping customers satisfied, having a sound operation. He's hands-on and leads from the front."

"One challenge is to scale our infrastructure whilst maintaining 24/7 service for our subscriber base," says Nick Bell, CIO of GM North America. "It's akin to changing the engine of an aircraft while it's in flight. This past weekend, half of a major infrastructure cutover happened, and I was privileged to spend the weekend with Tim and his team."

As for execution, Bell says that he received an instant message from Cox after the cutover project: "All quiet. All team members tired but walking with a bounce in their step."

– EUGENE A. DEMAITRE

Mark W. Cressey

Market CIO, Liberty Mutual Group, Dover, N.H.

What about you would surprise the people you work with? "My great-grandfather was a village blacksmith. That shows you how fast technology has changed."
Most valuable career advice: "Don't be afraid to say, 'I don't know.'"
Favorite vice: eBay
Leadership philosophy in a nutshell: "Trust and transparency are essential in driving the business-IT partnership. The minute someone questions your intentions, you are working their agenda, not yours."

John E.C. Davis

Technology director, Nexsen Pruet LLC, Columbia, S.C.

Most valuable career advice: "Learn as much as you can about everything, but be an 'expert' in something."
Your recreational best: "Just finishing the Marine Corps 5k Mud Run."
Leadership philosophy in a nutshell: "I strive to hire and mentor talented individuals, create a functional organizational structure, encourage teamwork and a positive environment, and give them opportunities to succeed and even the freedom to fail."

Mike Cummins

Senior vice president, CIO, VHA Inc., Irving, Texas

Most valuable career advice: "Be ethical."
Favorite gadget: "My GPS device, for hiking in the wilderness."
Twenty years ago, I was . . . "Helping to start a company."
What about you would surprise the people you work with? "I am working to save an endangered plant species."
Leadership philosophy in a nutshell: "Employees are intelligent. Provide vision and opportunity, then let them lead."

Paul J. De Martini

Vice president, advanced technology, Southern California Edison, Rosemead, Calif.

First job: "When I was in high school, selling hot dogs in the stands during San Francisco Giants baseball games at Candlestick Park."
People you'd invite to your dream dinner party: Vinod Khosla, Peter Schwartz, Richard Branson and Dianne Feinstein
Your recreational best: "I scored 27 goals in 16 semi-pro soccer games in a single season."
What's in your MP3 player? Coldplay

©2008 Samsung Electronics America, Inc. Samsung is a registered trademark of Samsung Electronics Co., Ltd.
All product and brand names are trademarks or registered trademarks of their respective companies.

Printing solutions as easy as Ctrl P

Introducing printers that put you completely in control. Control of your workflow with web-based remote management and printer status monitoring systems. Control of your costs with a toner save function and low total cost of ownership. Control operations with an intuitive interface, simple jam recovery, and easy-to-use animation based troubleshooting guide. Samsung printing solutions put control where it belongs...at your fingertips. **For more information, call 1-866-SAM-4BIZ or visit www.samsung.com/businessprinter**

Control Workflow **Control Costs** **Control Operations**

SAMSUNG

Joseph L. DeVenuto

VICE PRESIDENT, CIO, NORTON HEALTHCARE INC.

JOSEPH DEVENUTO, 46, knows the value of playing well with others, especially young physicians who bring lots of consumer technology to work with them at Norton Healthcare, a network of hospitals in Louisville, Ky.

"Younger doctors expect everything all of the time. When the iPhone came out, they wanted to connect it to everything," he recalls. But because Norton was standardized on BlackBerry devices and early iPhones didn't support Active Directory, "it was an easy 'no,'" DeVenuto says.

But when Apple announced a new iPhone that did support Active Directory, "we knew we had to have it in our hands the weekend before to test it," DeVenuto says.

End users are now driving the adoption and standardization of technologies, he says.

"This approaching generation doesn't seem to be lured by flashy technology that doesn't work and/or doesn't help them achieve something," he says. Instead, they view technology as an evolving, necessary tool for productivity and connectedness. This shift in perspective has changed the way IT at Norton serves and supports its customers, DeVenuto says.

Making technology work is one of DeVenuto's specialties, according to Judy Holcomb, associate vice president of patient services and a registered nurse. "Joe believes that technology's purpose at Norton Healthcare is to assist us to achieve providing the best and safest patient care possible," she says. "He is able to focus on the benefits to the end user in their daily work as well as the benefits to the patient."

– JULIA KING

Antonio Di Caro

Chief technology officer, AXA Technology Services, New York

Most valuable career advice: "The path to the top is not straight, but a zigzag."
Favorite vice: "Good cognac."
What do you love about IT? "There are always new problems to solve."
Write your own epitaph: "He cared about the people he worked with."
People you'd invite to your dream dinner party: "My father (deceased 18 years), DaVinci, Michelangelo and Napoleon."
Favorite sport: Soccer

Robert J. Fecteau

CIO, BAE Systems Customer Solutions, McLean, Va.

First job: "I was a deckhand on a day-charter fishing boat."
Your recreational best: "I shot an 81 round of golf using women's clubs I borrowed."
Leadership philosophy in a nutshell: "People want to do the best job they can, and in order to be successful, they are responsible for their contribution and focus. As a leader, I am responsible for exposing their capabilities and talents and providing the right platforms, opportunities and systems to allow them to maximize their contributions."

Nicholas D. Evans

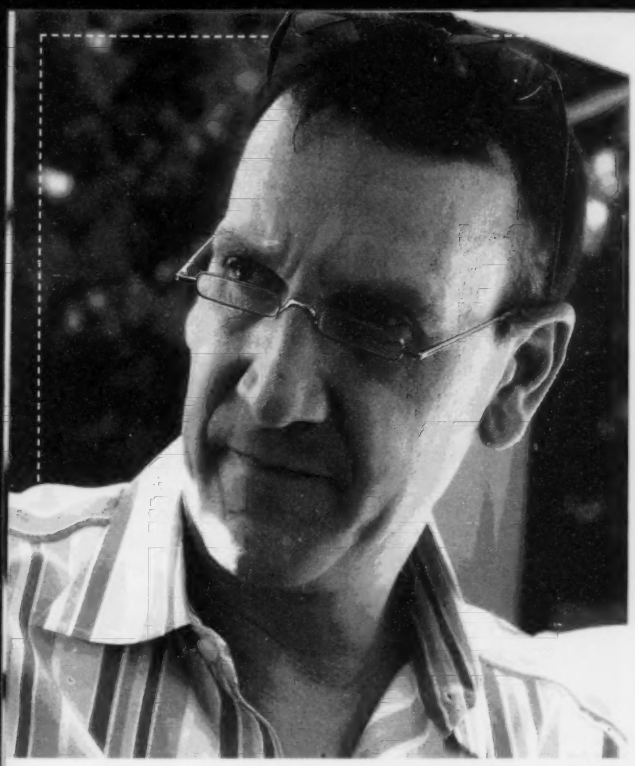
Vice president and general manager, Office of the Chief Technology Officer, Unisys Corp., Highland Village, Texas

Favorite sports: "Soccer, followed by sailing, tennis and bicycling."
Leadership philosophy in a nutshell: "Mix strategic thinking with a practical, near-term focus on implementation and execution. Encourage a highly collaborative environment via a number of specialized, virtual teams. Motivate employees by letting them know their work is critical to the company's business and future direction."

Norm Fjeldheim

Senior vice president, CIO, Qualcomm Inc., San Diego

First job: "Working on a construction site cleaning, hauling materials and building."
Most valuable career advice: "Don't worry about your reputation. Focus on your integrity and your character, and your reputation will take care of itself."
People you'd invite to your dream dinner party: "Steve Jobs, Dr. John Reed (geneticist), Warren Buffett and Barack Obama. It would be fun to debate the future of technology and the future of this country and the world."



Nick J. Goss

FORMER CIO, DESTINY USA HOLDINGS LLC

A **SHOPPER** walks into a mall, and a computer system identifies him by the iPhone he's carrying and tracks his movements from place to place. The system also remembers that he has bought shoes at a certain store, and as he approaches the store, it beams him a message about a sale there.

Science fiction? Maybe now, but Destiny USA, a retail and entertainment complex near Syracuse, N.Y., is planning to roll out such technology. The complex will be a physical destination for consumers and a "living lab" for retailers to try new technology, says Nick Goss, 48, formerly CIO at Destiny USA Holdings and now a consultant at Azzarello Group. "The idea is to combine the best of Internet retailing with the best of the physical world," he says.

"I think there is too big a divide between people who think of themselves as technology people and those who think of themselves as business people," Goss says. "You don't necessarily expect the CFO to be the best accountant in the building; you expect the CFO to be a business leader with a specialty in accounting. CIOs are the same."

"Nick is an off-the-charts intelligent guy with a great grasp of current and emerging technology, but he is also able to work with the business owners in a way that makes it all relevant to them," says Mark Ciccone, head of research at Destiny. "The project we are working on now is in the retail domain – an area where I know Nick hasn't worked directly before. But he has immersed himself in the industry in a way that, if he wanted to devote the rest of his life to it, I think he could be a major player."

– GARY ANTHES

Karen M. Graham

Vice president, CIO, Cooper University Hospital, Mt. Laurel, N.J.

Most valuable career advice: "Relationships matter."
What do you love about IT? "Constant white water."
Best mentoring relationship: "My CTO."
Passion outside of work: "My 8-year-old twins, Katherine and James."
Your recreational best: The Pittsburgh Marathon
What's in your MP3 player? Van Morrison
What about you would surprise the people you work with? "That I was in the U.S. Navy."

Eberhard Haag

Senior vice president, general manager, Amadeus Data Processing Centre, Amadeus IT Group SA, Erding, Germany

Most valuable career advice: "Focus on global responsibility and be international in my view."
Best mentoring relationship: "To provide my motivation and advice to my employees to help them in their future career steps."
What about you would surprise the people you work with? "When I was 19 years old, I was the German national swimming champion in 100- and 200-meter breast stroke."

Mal Griffin

CIO, Interior Health Authority, Kelowna, British Columbia

What do you love about IT? "Being an agent of transformational change."
Passion outside of work: "My wife and three boys."
Leadership philosophy in a nutshell: "Listen first, speak last, and recognize your people. Delegate work, but hold people accountable. People are your greatest asset. Listen and act on their suggestions. Focus at least 40% of your time on managing your talent pool. Build a culture of high performance by matching performance objectives to business strategy."

Rebecca S. Harris

Program executive officer, Global Information Grid Enterprise Services, Defense Information Systems Agency, Arlington, Va.

What's in your MP3 player? Brooks & Dunn
Most valuable career advice: "Don't sweat the small stuff."
Leadership philosophy in a nutshell: "Leadership is founded on strong values such as honesty, integrity and care for people. It's about showing people their leadership potential and enabling them to do their best. It's about learning from others and teaming."

Jo Lee Hayes

VICE PRESIDENT, ENTERPRISE TECHNOLOGIES, SALLIE MAE

JO LEE HAYES doesn't have the typical background of an IT leader. "My training wasn't in IT but in advertising, marketing and technical writing," says the 46-year-old vice president of enterprise technologies at Sallie Mae. She views that as a strength rather than a weakness, however. "When I look at a problem, I just see a business problem, then I look for a technical solution," she says.

At the same time, Hayes has adopted what she calls an "extreme continuous-learning mindset" to advance her career and better manage her staff. "I have to justify my existence every day. You can't be successful once and just rest," she says. "I hire people to be experts in certain disciplines, and I expect them to maintain expertise in their disciplines and the industry."

"If I could, I would clone Jo Lee," says Sallie Mae CIO Karen Kotowski. "She has a unique set of skills: She can gather and think about a lot of business problems and at the same time scan the landscape of technology available."

Kotowski cites a challenge Sallie Mae is currently facing. "We're working now to get an integrated view of data in real time, rather than in batch, for the front end of the loan cycle," she explains. "We're using eventing technology, which helps determine why customers react the way they do." Hayes can make sense of patterns and concepts and is good at explaining them to others, says Kotowski.

> **"If I could, I would clone Jo Lee.**
> KAREN KOTOWSKI, CIO, SALLIE MAE

"She won't ask anyone to do anything she won't do herself. She knows where she's going," Kotowski says of Hayes. "People want to work with her. That's why I participate in [her] meetings – that's the fun stuff."

– EUGENE A. DEMAITRE

Kevin T. Hart

CIO, Level 3 Communications Inc., Broomfield, Colo.

First job: "Customer service representative (a.k.a., a bag boy at a grocery store)."

Most valuable career advice: "A prior manager once told me that I had no billable skills and would never make partner. That particular discussion only served to inspire me."

Passion outside of work: "Being the world's greatest dad for three beautiful daughters."

Your recreational best: "Finished the London Marathon in three and a half hours."

Drew Hiltz

Managing director, U.S. IT chief technology officer, Natixis North America Inc., New York

Favorite vice: "Drambuie and a good cigar."

What about you would surprise the people you work with? "I'm a little shy, and it takes me a few minutes to get ready to meet new people."

Leadership philosophy in a nutshell: "Be an active participant in your team by providing fertile ground for ideas to develop and flourish while executing the work that keeps your company operating. It means setting clear goals for your team, even in the face of uncertainty."

John G. Higbe

Vice president of IT, Landstar System Inc., Jacksonville, Fla.

First job: Plumber's helper

Most valuable career advice: "Don't be a plumber."

What do you love about IT? "Different problems always have to be solved with teamwork."

Passions outside of work: "Faith, family and Florida Gator football."

Favorite TV show: *Law and Order*

What about you would surprise the people you work with? "My first choice was to become a dentist, but my first year of chemistry put an end to that."

Tony Hipszer

Vice president, CIO, Pinnacle Foods Group LLC, Cherry Hill, N.J.

Most valuable career advice: "Everyone's job is important or we would not have someone doing it."

What's in your MP3 player? Casting Crowns' *The Altar and the Door*

Energy-smart initiative: "We are executing on a 24-month plan to bring a smaller network footprint and high availability for critical applications to the corporation. Virtualization will allow us to convert an average of six existing servers to one server in the new environment."

The CFO expects increased stock value.
The COO expects improved supply chain efficiency.
The CMO expects accelerated market growth.
The CEO expects a better bottom line.

The **CIO** has the same expectations and now has the tools to drive business.

Welcome to **Business Service Management** from BMC Software. Business Service Management (BSM) means the goals of IT are the same as the goals of the business. And with proven software and processes from BMC Software, BSM can be implemented in stages, demonstrating the value of IT as you go. All business success stories have to start somewhere. With BSM, they begin in IT.

www.bmc.com/cw2009

bmcsoftware

ACTIVATE BUSINESS WITH THE POWER OF I.T.

© 2008 BMC Software, Inc. All Rights Reserved.

Pamela P. Hunt

CIO, LOCKHEED MARTIN SIMULATION, TRAINING & SUPPORT

PAMELA HUNT understands the importance of recognizing accomplishments in the workplace. Since being named CIO of Lockheed Martin Simulation, Training & Support three years ago, Hunt has instituted several such programs for the company's 60-person IT staff, says Lawrence Davis, a senior IT manager and colleague. Among them is the Innovator of the Quarter award to honor IT team members who generate ideas for delivering IT support to the company's 3,300 engineers and other employees.

Hunt also introduced the CIO Excellence award to recognize individual IT staffers for exceptional contributions, says Davis.

It's all part of what he describes as Hunt's "full-spectrum" leadership. "She won't ask one of the [IT] team members to do anything that she wouldn't be willing to do herself," Davis says. Plus, Hunt encourages everyone on the team "to be leaders, no matter where we are in the org structure," he says. "At the same time, we're all held accountable."

Hunt, 51, who joined Lockheed Martin in 1980 as a structures engineer, says that in Lockheed Martin's male-oriented culture, "I fit in just fine."

Since becoming CIO, Hunt has spearheaded several critical initiatives, including the rollout of a secured wireless network across the company's half-mile campus in Orlando last year.

"You want to give people the freedom and flexibility to work wherever they want [on campus]," says Hunt. "At the same time, we're not like the local Starbucks, where you can hop on the local wireless network. When you're a DoD contractor, security is your utmost concern."

– THOMAS HOFFMAN

Tom P. Hughes

CIO, Social Security Administration, Baltimore

Passion outside of work: "Working out, running and hard exercise. Oh, and parachuting."
Favorite book: *The Art of War*, by Sun Tzu
Leadership philosophy in a nutshell: "Any strong CIO must understand the business environment in which to lead. Each business or government agency has a culture. Thus, while I personally have a drive-hard attitude, I must be aware that my supporting CEO, CFO and COO are on board as much as possible. Metrics and gut/blink instinct must be in action."

Robert L. Jacks

CIO, The Chickasaw Nation, Ada, Okla.

Best mentoring relationship: "With my daughter."
People you'd invite to your dream dinner party: Ronald Reagan, John Wayne, Bart Starr and Bear Bryant
Leadership philosophy in a nutshell: "My leadership style is based on the golden rule. People follow me because I can comfortably operate at any level of the organization. However, the major reason I have been so successful as a leader is that I treat people as I want to be treated, and whatever I take on, I am passionate about."

Ronald W. Huston

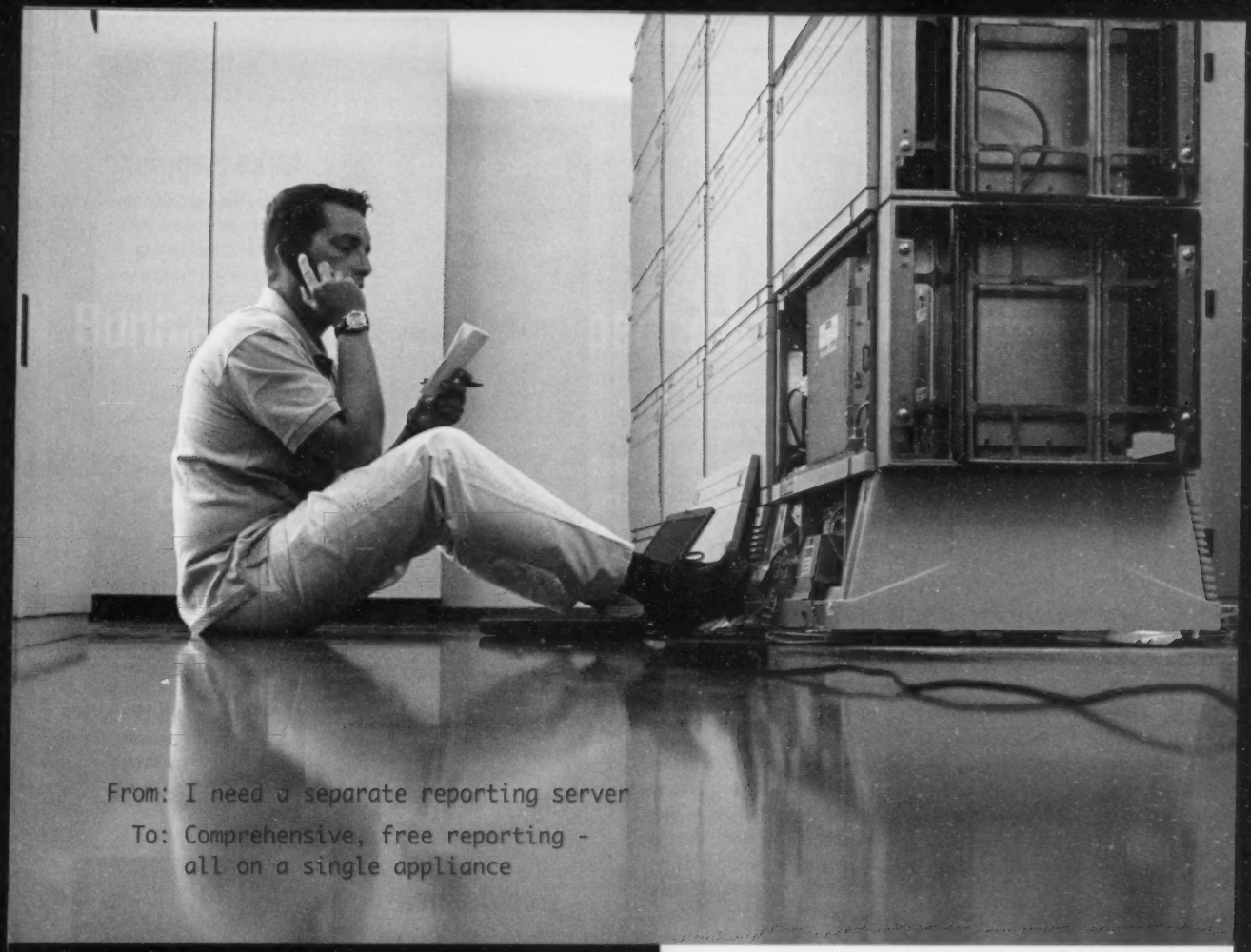
Agency services director and state enterprise architect, Governor's Office of Information Technology, State of Colorado, Denver

Most valuable career advice: "Learn both sides of the issue before making a decision."
What do you love about IT? "Seeing the user of new technology have an 'ah-ha' moment when the light bulb clicks and they realize the value for them."
People you'd invite to your dream dinner party: Abraham Lincoln, Theodore Roosevelt and George Washington

Rebecca Jacoby

Senior vice president, CIO, Cisco Systems Inc., San Jose

Favorite gadget: "My iPod."
Favorite ice cream flavor: Mocha almond fudge
Most valuable career advice: "You can learn something from everyone."
What do you love about IT? "In general, IT professionals are smart and genuine . . . and we have a real opportunity to drive value."
Best mentoring relationship: "Everything I know about leadership has been weighed against the example set by my mother, who successfully led nine children."



NO-NONSENSE WEB FILTERING

That's what you'll get when you switch to iPrism from St Bernard – the award-winning web filter that's easier in every way, and less expensive to own.

iPrism is changing the way companies and schools everywhere handle their web filtering. With blazing throughput speeds up to 100+ Mbps, anti-virus protection and seamless XenApp and Active Directory integration, iPrism is the appliance-based solution of choice for customers and institutions of any size.

Find out more about the easiest-to-deploy, most highly rated web filtering solution ever – the industry's ONLY Citrix-ready web filtering appliance.

Call 1.800.782.3762 or go to www.SwitchToiPrism.com

ST BERNARD

FLIP THE SWITCH

Get your FREE iPrism® Switch Kit today:

FREE 30-day onsite evaluation
that can be deployed without any client or network changes

FREE enhanced technical support
for setting up matching policies, reports & alerts based on your current settings

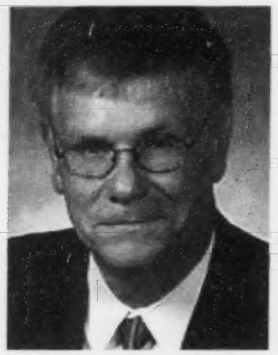
INCENTIVE PRICING & A FREE T-SHIRT
just for watching a live demo

iPrism® h-Series, the world's #1 Web Filtering appliance.

© 2008 St Bernard Software, Inc.

Robert E. Kashmer Jr.

VICE PRESIDENT OF IT, H.D. SMITH



PERHAPS the greatest testament to someone's ability to lead is what others have to say about him. As far as Bill Clark is concerned, Robert E. Kashmer Jr. is tops.

Clark worked with Kashmer for 12 years in IT operations at H.D. Smith, a Springfield, Ill.-based wholesaler of pharmaceuticals and other health care products. He says Kashmer knows when to be a mentor to someone and when to sit back and allow IT staffers to deliver the goods on their own.

When Kashmer hires an IT worker, says Clark, he assumes that the person's résumé accurately depicts his capabilities. Then, after evaluating the person's performance for a few months, Kashmer determines "what their skills are and how much hands-on managing they need," says Clark, H.D. Smith's purchasing support manager.

Clark is a prime example of Kashmer's mentoring proficiency. Clark didn't attend college or take formal computer science classes, yet he says he's always had an innate ability to "figure out" a software system without using any manuals. After a short stint in H.D. Smith's sales division, Clark joined Kashmer in the IT organization.

Clark estimates that 80% of what he learned during his 12 years in systems support is based on what Kashmer has taught him. "I never knew a guy who knew so much about a field," says Clark. He claims that Kashmer can introduce himself to a technology or a concept, "and within an hour, he knows it inside and out."

As Kashmer sees it, CIOs need to understand the jobs of people outside of IT as well. "You have to know what people in the accounting department do and all aspects of the general ledger and so forth," says Kashmer, 51. The same principles apply for sales and marketing and other departments, he adds.

Kashmer's knowledge of the pharmaceutical market extends well beyond his 30 years in the business, including 14 at H.D. Smith. Kashmer's father was a pharmacist, and he started working in his family's drugstore when he was about 14.

He's been learning the business and sharing his knowledge ever since.

– THOMAS HOFFMAN

> **"I never knew a guy who knew so much about a field.**
>
> **BILL CLARK,** PURCHASING SUPPORT MANAGER, H.D. SMITH

Charu Jain

Managing director, IT airline operations, United Air Lines Inc., Elk Grove Village, Ill.

Title you'd like to hold someday: CEO
What do you love about IT? "The ability to transform people, organization, business and industry."
Favorite gadget: Electronic Sudoku
Passion outside of work: "Travel to all ends of the Earth."
What's in your MP3 player? The TV show *Friends*
Leadership philosophy in a nutshell: "Don't ever ask your people to do something you won't do yourself."

Mike Keppler

Senior vice president of information resources, sales, marketing and revenue management systems, Marriott International Inc., Bethesda, Md.

Most valuable career advice: "Be your true self in all situations. It allows others to know the 'whole you.'"
Titles you'd like to hold someday: "Special Olympics baseball coach and, maybe, part-time CIO."
What do you love about IT? "The complexity of matching absurd demands and opportunities with great ideas and great people who can make it real."

Toni Jelinek

CIO, Hennepin County, Minneapolis

What do you love about IT? "I like that no two days are ever the same, and that highly complex technology is used to craft a straightforward-appearing solution to a problem."
Passion outside of work: "I love live theater. I'm an enthusiastic audience member, and I've taken some classes in preparation for the day when I get a chance to perform."
What's in your MP3 player? "A little Keb' Mo', Billie Holiday, Tri Continental and Coldplay."
Favorite ice cream flavor: "Rocky road. It's chocolate with complexity."

Ron L. Kifer

Group vice president, CIO, Applied Materials Inc., Santa Clara, Calif.

Title you'd like to hold someday: "Captain Ron (retired)."
Passions outside of work: Motorcycles, cars and boats
What about you would surprise the people you work with? "I once lost to Bjorn Borg in the finals of a pro-am doubles tennis tournament."
Leadership philosophy in a nutshell: "Great leaders have the wisdom to surround themselves with the very best talent, the ability to enlist their unwavering commitment and the self-confidence to allow them the freedom to act."

Bunnies are prone to temper tantrums when stressed.

They don't react well to the unexpected.
But you can. With proven business analytics software and services from SAS.

www.sas.com/bunnies

SAS SOFTWARE HELPS COMPANIES ACROSS EVERY INDUSTRY DISCOVER INNOVATIVE WAYS TO INCREASE PROFITS, MANAGE RISK AND OPTIMIZE PERFORMANCE.

Proud Sponsors of
Premier 100 IT Leaders Conference

10 YEARS
Premier 100
COMPUTERWORLD
IT LEADERS CONFERENCE

SAS® Business Analytics

- Data integration
- Analytics
- Query and reporting
- Performance management
- Targeted business and industry solutions

sas
THE POWER TO KNOW.

SAS and all other SAS Institute Inc. product or service names are registered trademarks or trademarks of SAS Institute Inc. in the USA and other countries. ® indicates USA registration. Other brand and product names are trademarks of their respective companies.
© 2008 SAS Institute Inc. All rights reserved. 521243US.0108

Mary J. Leonardo Patry

FORMER VP OF IT TRANSFORMATION, AMERICAN RED CROSS

HOW DO YOU move a large data center when you're in the midst of laying off 15% of the IT workforce? Mary Patry faced that challenge last year at the American Red Cross, where she was vice president of IT transformation. Budget woes and a management shake-up left Patry, 52, with an upset and diminished workforce, an incomplete migration plan, an insufficient budget for the move, and an unrealistic deadline that couldn't budge because the building was literally being sold out from under them. "[The transition] was one of the hardest things I've had to do in my career," she says.

Patry, who recently took a position at MedImmune LLC, says she spent a tremendous amount of time keeping workers focused on the task at hand and helping them maintain their pride in their jobs, while rethinking workloads. To keep morale up, she spent time listening and trying to help employees who were leaving make the transition. "Sometimes people just need to know that someone is listening and someone cares," she says.

"Mary played a key role in terms of helping the team work through problems and learn from mistakes," says CIO Mark Weischedel. He says she brings integrity, humility, empathy and compassion to the job.

"The key is getting the answers and building a relationship of trust and commitment and integrity with your team," Patry says. "If they can trust you and you trust them, you can move mountains."

– ROBERT L. MITCHELL

James P. Knight

Global CIO, Chubb & Son Inc., Warren, N.J.

Most valuable career advice: "Work hard, do the right thing, and everything else will fall into place."
What do you love about IT? "Boundless possibilities, everyday challenges, true criticality and strategic importance to the business."
People you'd invite to your dream dinner party: Jesus Christ, Abraham Lincoln, the Dalai Lama and Ronald Reagan
Passions outside of work: "Golf, skiing, reading, parenting and inspiring my daughter to be the best that she can be."

Leslie K. Lambert

Vice president, chief information security officer, Sun Microsystems Inc., Menlo Park, Calif.

First job: "Paper route, at age 11."
Most valuable career advice: "Work the relationship before the issue (the 'R' before the 'I')."
People you'd invite to your dream dinner party: Madeleine Albright, Anwar Sadat and Menachem Begin
What's in your MP3 player? Chris Daughtry
What about you would surprise the people you work with? "I plan to put my three nephews and one niece through college."

Michael Krouse

Senior vice president, CIO, OhioHealth, Columbus, Ohio

What do you love about IT? "I love the fact that IT is often at the center of a successfully enabled business strategy. The massive variety of needs and the ever expanding adoption of the Digital Age makes for a very exciting time and never a dull moment."
Favorite gadget: "My BlackBerry Pearl or my Tissot Touch bezel watch."
People you'd invite to your dream dinner party: "Leonardo da Vinci, Aristotle, Marie Curie and my dad."

Christopher J. Leach

Chief information security officer, Affiliated Computer Services, Dallas

First job: Boy Scout camp counselor
What's in your MP3 player? Baroque music
Favorite ice cream flavor: Cherry Garcia
What about you would surprise the people you work with? "I was kidnapped as a missionary."
Leadership philosophy in a nutshell: "There are two things that I believe make up my leadership philosophy: The first is to live the golden rule, and the second is that there is never a wrong time to do the right thing."

SYMANTEC IS

Symantec is at work in 99% of the Fortune 500®. From security to virtualization. From data center management to laptop protection. Symantec offers you a full portfolio of security technologies to help you better secure and manage the systems and data that power your business. Find out what security means today.

EVERYWHERE.

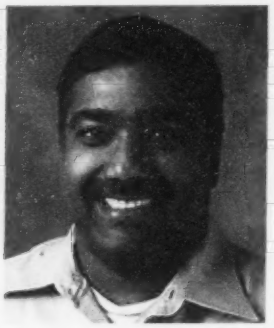
SYMANTEC.COM/EVERYWHERE

Confidence in a connected world. symantec™

©2008 Symantec Corporation. All rights reserved. Symantec and the Symantec Logo are registered trademarks of Symantec Corporation or its affiliates in the U.S. and other countries. Fortune is a registered trademark of Time, Inc. Other names may be trademarks of their respective owners.

Shajy J. Mathai

MANAGING DIRECTOR, GUY CARPENTER & CO.



> **"We are a small team, and I try to get people to feel ownership.**

NOT ALL Premier 100 IT Leaders work for their companies' IT departments. Shajy Mathai, for example, is an aerospace engineer who started his own skunk works software-development team inside Guy Carpenter & Co., a New York company that helps insurance firms manage risk by selling some of their policies to other insurance companies, a process called reinsurance.

Mathai, 39, explains his foray into IT this way: "Guy Carpenter's IT department was focused on the bottom line. They weren't really saying, 'How can I affect the top line?' " So he formed InStrat (for "insurance strategy"), a team of risk analysts, financial modelers and software writers that developed an online service called i-aXs. I-aXs allows insurers to access and analyze vast amounts of data to evaluate the risks associated with their policies. For example, they can analyze satellite images to assess the risks from hurricanes and earthquakes. The goal is to attract new customers by offering them use of the tool.

"It's a playground for me – how do I solve business problems with that data?" Mathai says.

"Shajy is very smart," says i-aXs manager Elizabeth Soh. "He reads something and then just applies it, and his decisions are always good."

For example, Soh says, the company was doing portfolio management work using Microsoft SQL Server databases, and it could take a week to complete an analysis – if the system didn't crash in the meantime. One day, Mathai read something about raster technology and saw how each pixel could store data. He talked to university researchers who were doing raster image processing, and he found a way to use the technology to do those weeklong jobs in just a few minutes, Soh says.

"He applied something that had a totally different purpose – satellite image processing – to an insurance application," Soh says. "Those two worlds had never converged before."

But smarts aren't everything, Mathai says. "We are a small team, and I try to get people to feel ownership," he says. "A lot of people think of technologists as a commodity, but the second you do that, you get par value performance" – a security valuation that is typically far below its real value.

– GARY ANTHES

Joe Locandro

Director, Group IT, CLP Holdings Ltd., Kowloon, Hong Kong

First job: "Sales clerk at an importing company." **What do you love about IT?** "The diversity and the fast pace of technology evolution." **Favorite gadget:** Xbox **People you'd invite to your dream dinner party:** The Dalai Lama, Jim Collins, Al Gore and Thomas Edison **Your recreational best:** "Caught a 110-pound salmon." **Most valuable career advice:** "You are only as good as the people you have working for you. Never sacrifice a team for an individual."

Janet P. MacQueen

Vice president, CIO, Blue Care Network of Michigan, Southfield, Mich.

Most valuable career advice: "Be bold." **Twenty years ago, I was . . .** "In China, writing my master's thesis." **Leadership philosophy in a nutshell:** "Empower people to solve problems at the lowest possible level in the organization, hold staff accountable for their decisions, reward excellence, coach, counsel, give second chances and remove poor performers. Hire great people, give them goals, and get out of their way!"

Brian R. Lurie

Vice president of IT, Stryker Corp., Mahwah, N.J.

First job: Mowing lawns **Most valuable career advice:** "Don't compromise on your integrity." **Leadership philosophy in a nutshell:** "IT is critical to gathering a greater appreciation for the subtleties of each customer and market that you serve. Create an engaged workforce, with talent as your guide, that focuses on exceeding your customers' expectations. Worship your customer. Recipe for success: Be present, manage by walking around, attract and retain the best talent, motivate the heck out of them – repeat daily."

Melodie Mayberry-Stewart

CIO, director, Office for Technology, State of New York, Albany

Most valuable career advice: "No one accomplishes anything by themselves." **People you'd invite to your dream dinner party:** Harriet Tubman, Martin Luther King Jr., Bette Davis and Robert Frost **Passions outside of work:** "Fishing, and mentoring youth to pursue IT careers." **What's in your MP3 player?** Classical and jazz **Favorite ice cream flavor:** Butter pecan

I WANT
MY LAPTOP TO BE A VAULT

ControlVault™ identity protection.
Embedded fingerprint reader. Contactless smart card.

THE NEW LATITUDE™

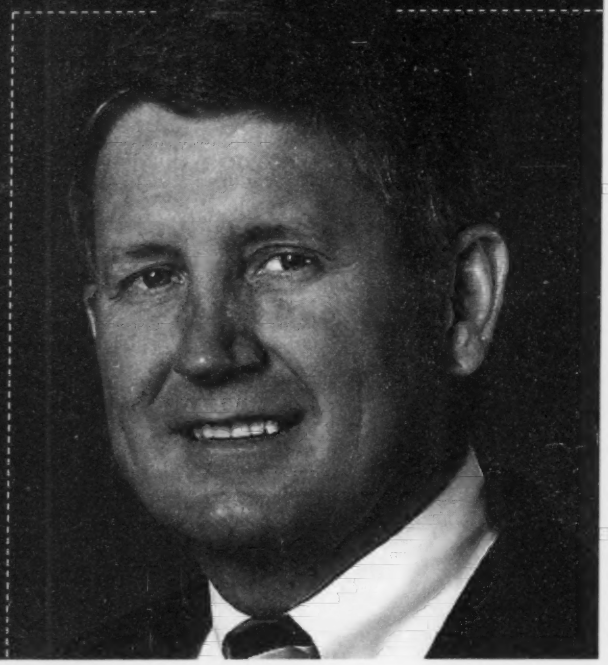
Featuring the Intel® Centrino®2 Processor with vPro™ technology

DELL.COM/LATITUDE 866.238.DELL

intel Centrino 2 vPro Protect. Manage.

Intel, the Intel logo, Centrino, Centrino Inside, Intel vPro and vPro Inside are trademarks of Intel Corporation in the U.S. and other countries.

DELL



Joe Mildenhall

CIO, APOLLO GROUP INC.

COUNSELORS at the University of Phoenix didn't know they needed a system that could provide a global view of each student – but they got one anyway. Now, instead of logging into four or five different applications, they can view everything on a single screen. As a result, productivity has increased by 50%, and retention rates among the university's 330,000 students have improved.

The idea was to create a customer relationship management system that would offer a "single pane of glass" through which counselors could see student data related to financial aid, billing, grades, schedules and more. It was cooked up by CIO Joe Mildenhall's IT team at corporate parent Apollo Group.

Mildenhall, 55, says that business savvy is the No. 1 skill he looks for in IT staffers. In some situations, he says, "we pull people who don't have a huge technology background from the business and train them on the technology side."

In the CRM project, the business wanted its applications to work better. IT took it to the next level. "That close collaboration allows IT to bring new ways of solving problems that the business would never come up with by itself," Mildenhall says.

Grant Gasson appreciates Mildenhall's hands-off management style. "Joe wasn't sitting in the meetings," says the vice president of software development. "When we needed direction, we got it, but for the most part he trusts us." But that doesn't mean Mildenhall isn't involved. "He has this good but annoying habit of challenging my assumptions," Gasson says with a laugh.

– ROBERT L. MITCHELL

Ron J. McKerlie

Corporate CIO and IT officer; chief strategist, service delivery, Government of Ontario, Toronto

Best mentoring relationship: "My father." **Your recreational best:** "50 countries visited before I turned 50 years old." **Best project:** "The consolidation of eight e-mail systems into one, the consolidation of 70 data centers and the removal of 1,100 servers through virtualization. These initiatives resulted in permanent cost reductions of $100 million per year. That money will be reinvested into health care and education for the province."

Vincent P. Melvin

Vice president, CIO, Arrow Electronics Inc., Melville, N.Y.

Favorite vice: "Buying baseball gear for my children." **People you'd invite to your dream dinner party:** Ben Franklin, Joshua Chamberlain, Franklin Roosevelt and Winston Churchill **Favorite book:** *The Lord of the Rings*, by J.R.R. Tolkien **Leadership philosophy in a nutshell:** "Lead by example. Understand technology to the benefit of the business. You must understand technology to manage and lead technology innovation."

Jeremy T. Meller

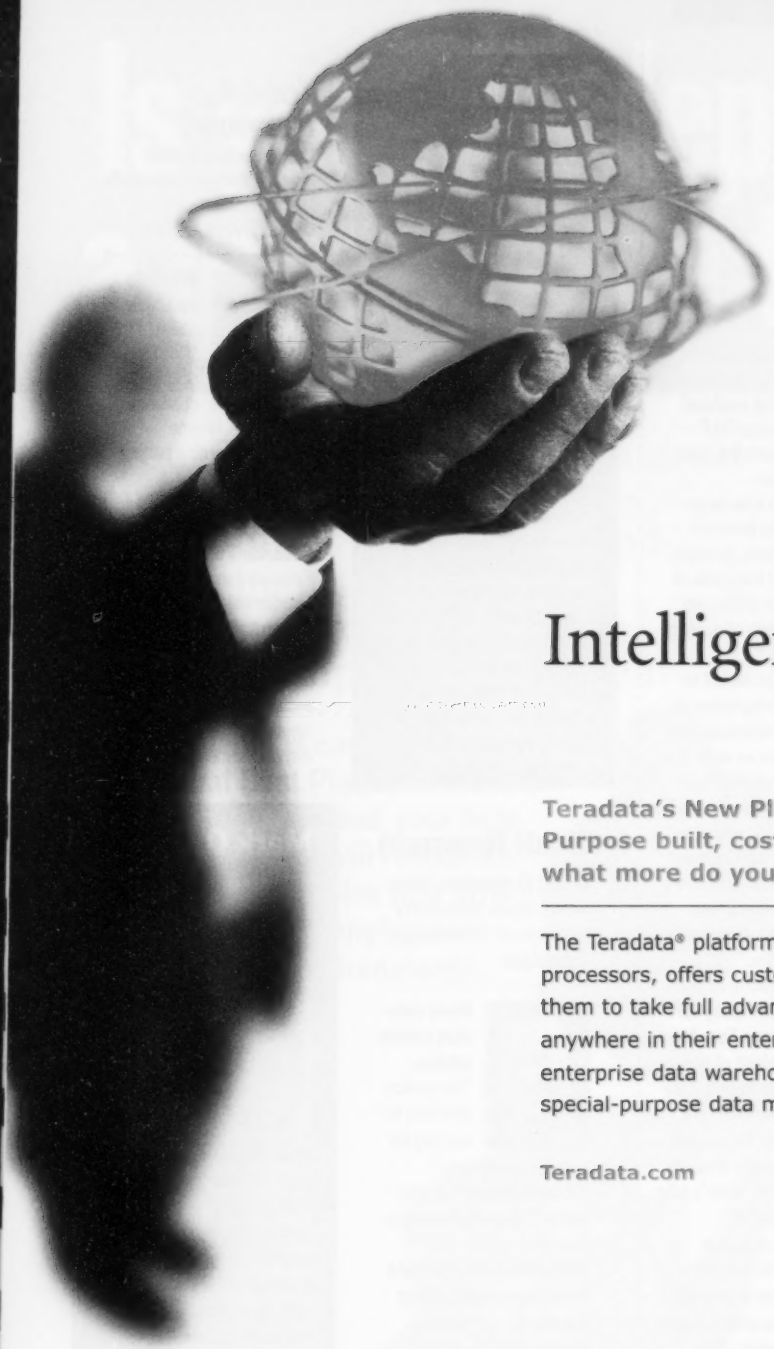
Division CIO, Marshfield Clinic, Marshfield, Wis.

Most valuable career advice: "Perceptions matter just as much, whether or not they are true." **What do you love about IT?** "Its ability to be a real game-changer." **Your recreational best:** "Top-five finish in a bike race in Ashland, Wis." **Leadership philosophy in a nutshell:** "The best leaders resist the urge to solve the problem. Instead, they work to better equip their subordinates and make them more effective – both in current and future roles."

Marie D. Mouchet

Vice president, CIO, Southern Company Generation; CIO, Southern Nuclear and Southern Power, Southern Co., Birmingham, Ala.

Leadership philosophy in a nutshell: "Lead by example and win with people. Great leaders build high-performance, diverse teams, are change agents, are visionary, focus on planning and strategy development, communicate relentlessly, inspire excitement and enthusiasm, and recognize the value of operational excellence. Ultimately, it is all about the people."



Intelligence For All.

Teradata's New Platform Family: Purpose built, cost-effective and scalable – what more do you need?

The Teradata® platform family, featuring Intel® Xeon® processors, offers customers exciting new options allowing them to take full advantage of all the power of Teradata anywhere in their enterprise – as an active data warehouse, enterprise data warehouse, entry-level data warehouse, special-purpose data mart, or sandbox environment.

Teradata.com

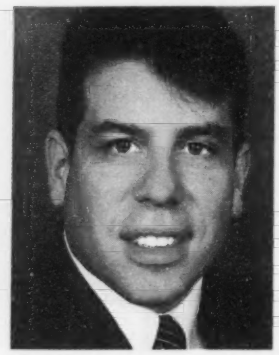
Proud sponsor of Computerworld Premier 100

TERADATA.
Raising Intelligence

Teradata and the Teradata logo are registered trademarks of Teradata Corporation and/or its affiliates in the U.S. and worldwide. Intel, the Intel logo, Xeon, and Xeon Inside are trademarks or registered trademarks of Intel Corporation in the U.S. and other countries. Copyright © 2008 by Teradata Corporation

Adam W. Noble

CIO, GAF MATERIALS CORP.



> **"My perspective is, what are the projects that bring the greatest benefit to the business?**

WHEN Adam Noble joined GAF Materials as CIO two years ago, he found IT's support for the business units spotty. "We were doing a pretty good job of supporting many parts of the business," he says. "But, for example, although we are a manufacturing organization, we didn't support manufacturing as well as we should [have]."

That called for a major overhaul, Noble says. "I totally changed the organizational structure," he says. "We added a portfolio management office, but the biggest thing we put in place was relationship managers, who are embedded in the business but work for me. We now support every single function in the business."

He got the IT department in shape just in time for a major acquisition, and that enabled Whippany, N.J.-based GAF to smoothly integrate the two companies' systems.

Companies often hire large systems consulting firms to oversee that process, he says, "but I decided that because of our culture and our skills, we would do a better job of managing the integration."

Noble says he was asked to help oversee the integration of not only system processes, but business processes as well. The merger is done now, but Noble has retained a number of non-IT responsibilities. "For example," he says, "we have annual meetings with our largest customers, and IT had never been a part of that. But now I'm involved in those strategic talks."

"Adam really structured the IT department specifically for the integration," says Tom Anderson, vice president of operations planning. "He kept it very much aligned to the different business functions. He coordinated things so tightly, it really kept things on track. That's why it was very successful."

Noble says that although many companies benchmark their IT spending as a percentage of revenue, he couldn't care less about that metric. "My perspective is, what are the projects that bring the greatest benefit to the business?"

Will Noble always be an IT person? "I see myself as a senior business executive who happens to have expertise in IT," he says.

– GARY ANTHES

Viji Murali

Vice president for information services, CIO, Washington State University, Pullman

What's in your MP3 player? "World music by Gilberto Gil."

Favorite book: *Team of Rivals*, by Doris Kearns Goodwin

Leadership philosophy in a nutshell: "Three P's in my pod: passion, pursuit and perseverance. Connected together in a sequence, they become powerful p-pods of success. You must have a passion for what you do. You must actively pursue your passion with enthusiasm each and every day. Perseverance helps you to move forward against all odds."

Todd A. Norwood

Vice president, ERP integration; interim CIO, Northrop Grumman Corp., Irving, Texas

What do you love about IT? "I love the constant challenge and change. No one could ever say it's a boring industry."

Favorite book: *The Fountainhead*, by Ayn Rand

Favorite TV show: *Gene Simmons Family Jewels*

Leadership philosophy in a nutshell: "I make sure I have the best team in place, provide them with clear direction and challenging assignments, and then get out of the way and let them succeed."

Scott Newman

Chair, IT division, Oklahoma State University Institute of Technology, Okmulgee

Most valuable career advice: "The person who wins by working the hardest usually loses."

Favorite sport: "To play: basketball; to watch: college football."

In high school, I should have been voted Most Likely to . . . "*Not* be a Premier 100 IT Leader!"

Favorite book: *How to Win Friends and Influence People*, by Dale Carnegie

What about you would surprise the people you work with? "I used to work in Hollywood."

Mark O'Gara

Vice president of infrastructure management, Highmark Inc., Camp Hill, Pa.

People you'd invite to your dream dinner party: Dwight Eisenhower, Abraham Lincoln and Bill Gates

Passion outside of work: "Living green. Learning about environmental preservation and alternative energy sources."

Twenty years ago, I was . . . "A captain in the U.S. Army."

Most valuable career advice: "Concept of the silver bullet: Only ask your boss to help after you've exhausted all your resources."

Is your IT department a great place to work?

If your IT department offers great benefits, competitive salaries, opportunities for training and advancement, and access to interesting projects — then get your company recognized!

RESULTS OF THE SURVEY WILL BE PUBLISHED IN THE JUNE 15, 2009, ISSUE OF COMPUTERWORLD.

***Computerworld* is conducting its 16th annual Best Places to Work in IT survey, and we need your help. Our special report will recognize the 100 top companies that offer their IT staffs challenging and satisfying work environments.**

COMPUTERWORLD
100
BEST PLACES
TO WORK IN IT 2009

THE DEADLINE FOR ALL NOMINATIONS IS WEDNESDAY, DEC. 31, 2008, AT 5 P.M. EST.

Nominate a company online:
https://www.computerworld.com/BPnom09H
For more information, e-mail bestplaces@computerworld.com.

June L. Randall

SENIOR BUREAU COMMANDER, IT SERVICES BUREAU,
MIAMI-DADE COUNTY POLICE DEPARTMENT

JUNE RANDALL has the reputation and track record of a fixer.

Following Florida's presidential election debacle in 2000, it was Randall who was tapped to clean up election processes, audit procedures and beef up data protection to avoid another voting-day nightmare.

After a smooth election in 2004, she was asked to implement the first multijurisdictional 3-1-1 system for citizen access to nonemergency government services across Miami-Dade County and the city of Miami. Next was a stint at the then-scandal-ridden Miami-Dade County Housing Agency, where she assessed the entire business operation and then recommended and implemented major changes.

"I've always kind of gravitated toward chaos," says Randall, 53, whose current assignment as a senior bureau commander at the Miami-Dade Police Department is her favorite so far. Among her many accomplishments since joining the department in 2007 is helping to secure more than $1.5 million in funding to upgrade an aging Microsoft Exchange and Outlook platform and expand the use of Wi-Fi.

Miami-Dade Police Chief Karin P. Montejo says that in the past year, Randall "has taken the initiative to meet with all of the various entities to understand firsthand what their needs are and how to incorporate them into the department's technology strategic plan."

"I love government, because you can go into different lines of business," Randall says. "To go in and look at a new operation and figure out how we can improve the processes and apply IT to improve the service model – there's nothing better."

– JULIA KING

Jerome Oglesby

Chief technology officer, Deloitte Services LP, Hermitage, Tenn.

What do you love about IT? "Knowing you have made a difference. IT provides opportunities to develop innovative solutions to business needs that contribute to the bottom line." **Leadership philosophy in a nutshell:** "Treat every employee as an individual, be a model for the behavior that you want the organization to follow, inspire employees to give their best, give them the accountability and authority to get the job done, and be there to back them or help them when they need it."

Carol D. Poulsen

Vice president of application services, global technology and operations, RBC Financial Group, Toronto

Most valuable career advice: "Watch everyone for great skills and approaches to make your own – not just those who are senior to you." **What do you love about IT?** "The people in IT. Great imaginations and creativity." **People you'd invite to your dream dinner party:** Queen Elizabeth I, Mahatma Gandhi, Wolfgang Amadeus Mozart and Stephen Hawking **Passion outside of work:** "My children."

Kshemendra N. Paul

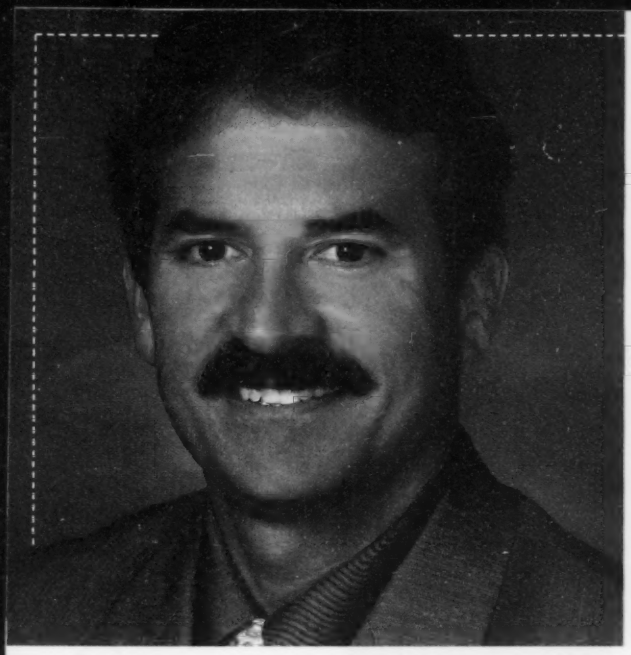
Chief architect, Office of Management and Budget, Executive Office of the President, Washington

Your recreational best: "Backpacking the Grand Canyon: rim to river to rim and back." **Leadership philosophy in a nutshell:** "Be passionate about what you do – try to make a difference. Envision and communicate a positive future. Your team and the stakeholders who are dealing with change are doing the heavy lifting. Remember that if it starts to become about you, it's time to move on."

Christy Diane Quinlan

Chief deputy director, Office of the CIO, state of California, Sacramento

First job: "I worked in a lapidary shop." **Passion outside of work:** Scuba diving **Favorite ice cream flavor:** Green tea **Leadership philosophy in a nutshell:** "I have a two-word leadership philosophy: People count. The people you lead are more essential to success than any leadership mantra or personal talent a leader might possess. Having the right people in the right places is of absolute importance in realizing great results."



Chris N. Saneda

SENIOR VICE PRESIDENT, CIO, VIRGINIA CREDIT UNION

AS SENIOR vice president and CIO at Virginia Credit Union in Richmond, 49-year-old Chris Saneda is no stranger to long days filled with big challenges. He offers the following snapshot of a typical day in the life of a top IT leader in today's financial market:

5:15 a.m.: It's out of bed and directly into precious family time. "My wife and I are on our way to a quiet neighborhood gym for a morning workout. This is nearly the only time we get to talk uninterrupted," says Saneda.

8 a.m.: He arrives at work to the typical check-ins with colleagues and administrative staff. Then it's on to a 2009-2011 strategic planning session intended to drive the future of the organization.

1 p.m.: After lunch, Saneda is back into leadership meetings – this time with his organization's top IT staffers. On the docket might be a crucial discussion about tightening the credit union's disaster recovery time. "Componentized DR tests indicate that we have reduced our DR time objective from 48 hours to five hours," Saneda reports.

3:30 p.m.: After yet another meeting, his staff hits him with reports of a service incident. "I check in to get details," he says. "How long were we down? Do we know the root cause? What did we do to resolve the issue?"

6 p.m.: After meeting with vendors, Saneda is out the door to make it home for dinner with his family. Although he'll dine and dash off to a local CIO roundtable, he's determined to make it back in time to kiss his wife and kids good night.

10:30 p.m.: Exhausted, Saneda is "in bed, getting ready to do it all again tomorrow."

– JENNIFER McADAMS

Steve R. Romeo

Vice president of IT, Breg Inc., Vista, Calif.

Favorite vice: "Sushi. I can't get enough." **Passion outside of work:** "Teaching others about living green, either through nature classes that I teach or backpacking trips." **Favorite sport:** "Surfing. I ride a 9'2" longboard." **Favorite ice cream flavor:** Mint chocolate chip **Favorite book:** *The Power of Now*, by Eckhart Tolle **Leadership philosophy in a nutshell:** "A successful leader must be willing to let go of the tactical, rely on instinct, lead with passion and not be afraid of risk."

Matt Schwartz

Vice president, business intelligence and analysis, Corporate Express, Broomfield, Colo.

Your recreational best: "Fourth place in a multiday adventure race that included professional athletes." **Favorite sport:** Tennis **Twenty years ago, I was . . .** "An aspiring magician trying to sell a magic trick I invented with a friend." **Leadership philosophy in a nutshell:** "As a leader, I commit to my team that I will provide focused direction, remove barriers that impede execution and progress, and recognize and reward the delivery of exceptional work."

Gloria R. Samuels

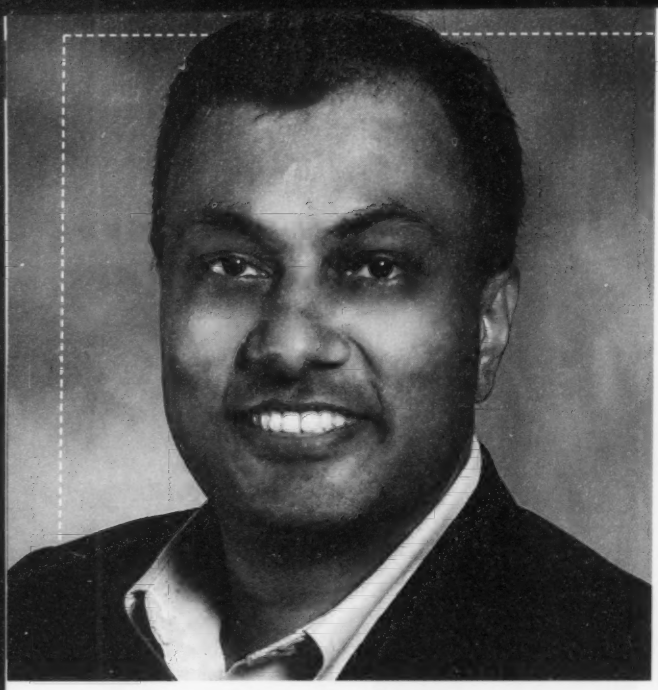
Vice president, information systems, mGen Inc., Thousand Oaks, Calif.

What's in your MP3 player? "My workout music. I work out every morning at 4:30 a.m. to stay balanced." **Favorite book:** "*Tell Me Again About the Night I Was Born*, by Jamie Lee Curtis. It's a children's book about adoption that I read over and over to my two beautiful adopted children." **Leadership philosophy in a nutshell:** "Do the right thing. Be comfortable operating at different altitudes. Believe in your people, and ensure they are set up to succeed."

John M. Seral

Vice president, CIO, GE Infrastructure, Atlanta

Best mentoring relationship: "A very informal mentor who was available for a thousand two-minute midcourse adjustments that pointed me to where I wanted to go." **Passions outside of work:** Family, golfing and boating **Leadership philosophy in a nutshell:** "Stay very connected to the business process and cycle, propose innovative and low-cost ideas to grow the business, and hire the best talent to execute those plans. It is important to feel and respond to the business growth as well as the financial challenges that occur."



Sujit Sinha

SENIOR DIRECTOR, IT STRATEGY AND ARCHITECTURE, MOTOROLA INC.

WHEN it comes to adopting wireless technology, Motorola Inc. walks the walk, says Sujit Sinha, 46, senior director of IT strategy and architecture at the Schaumburg, Ill.-based company. And this year, Motorola has squeezed a good deal of savings out of its wireless infrastructure, so executives can dedicate more time and resources to spurring the wireless industry.

"We need to set the pace as a wireless company. So solutions we take to the market need to be vetted and used inside Motorola," Sinha says.

To free up capital necessary to do that, Motorola has focused on trimming costs tied to its network infrastructure. "We can reduce costs associated with wired LAN ports. Essentially, the fewer wired ports we use in our facilities worldwide, the lower our IT networking costs," he says.

Motorola will save about $150,000 in 2008 by reducing the number of wired ports in its infrastructure. However, that isn't enough for Sinha and others, who over the past year have led an effort to reduce wireless LAN access authentication costs.

"We have shifted to industry standards and away from proprietary protocols," Sinha says. "In addition, since we acquired the former Symbol Technologies – now part of our enterprise mobility business – we have an even stronger focus on establishing a wireless market."

Sinha does his part to promote creativity and innovation among his staff, says one of his former colleagues, Toby Redshaw, who is now CIO at Aviva PLC, a London-based insurance company. "He gets the technology," says Redshaw. "He is a leader who can go past theory and ask the right questions."

– JENNIFER McADAMS

Manjit Singh

Vice president, CIO, Chiquita Brands International Inc., **Cincinnati**

Life's ambition or title you'd like to hold someday: CEO
Favorite gadget: Nintendo Wii
Favorite sport: Tennis
Favorite movie: *The Hunt for Red October*
Leadership philosophy in a nutshell: "You may have been given a leadership position, but leadership is not something granted to you; it is something you must work to earn every day from your team as well as from your peers. Demonstration of integrity and development of trust are hallmarks of great leaders."

Steve L. Sommer

Chief information and technology officer, Hughes Hubbard & Reed LLP, **New York**

First job: "At J.C. Penney, in finance."
Favorite vice: "Video games with my daughter."
What do you love about IT? "Everything."
Favorite gadget: "My iPhone."
Passions outside of work: "My family and my dog."
Twenty years ago, I was . . . "In love. Still am."
In high school, I should have been voted "Most Likely to . . . "Be a geek."
Favorite movie: *Animal House*

Frank J. Sirianni

Vice president for IT, CIO, Fordham University, **Bronx, N.Y.**

What do you love about IT? "Coordinating creative people at disciplined tasks."
People you'd invite to your dream dinner party: Thomas Jefferson, Thorstein Veblen, Karl Marx and Martin Luther King Jr.
Favorite sport: Basketball
Leadership philosophy in a nutshell: "Teach the corporate strategies, model the desired behavior, build teams with shared accountability. Clearly articulate the vision, and lay out the path to meeting it."

Jay Srini

Chief innovation officer, UPMC Health Plan Inc., **Pittsburgh**

First job: Programmer
Title you'd like to hold someday: Philanthropist
Passion outside of work: "Addressing hunger and poverty."
Leadership philosophy in a nutshell: "Leadership is about creating value through collaboration and maximizing the potential of a virtual team with diverse multidisciplinary skills, and not the size of budget or the number of direct reports. Knowledge acquisition and knowledge dissemination has to occur continuously and seamlessly at every level of the organization."

Sam Sumwalt

CHIEF TECHNOLOGY OFFICER, U.S. NAVY RESERVE

SAM SUMWALT'S motto could well be, "There is always a better way. You just have to find it."

As chief technology officer for the U.S. Navy Reserve, Sumwalt, 57, knew there must be a faster, more efficient and less costly way to communicate with thousands of reservists around the world. To get the word out about open positions requiring Navy Reserve support, the organization had been using an outdated, manually maintained e-mail list that was reaching only a small segment of the Reserve's target audience.

Moreover, with more than 3,000 Web sites, there was no single place for reservists to collaborate and communicate.

That's when Sumwalt went to work, first consolidating projects and then directing the work of three technical teams, two contractors and one internal Web team. In addition to following standard Project Management Institute principles, Sumwalt and his leadership team applied Lean Six Sigma tools to evaluate the project's effectiveness and timeliness. The end result was a single, comprehensive Navy Reserve Web site, complete with single sign-on to all applications, including blogs, wikis, discussion groups and document libraries.

As for the old e-mail system, it was deep-sixed and never missed, Sumwalt says. Now, reservists are informed of job opportunities via a new, automated electronic mailing list that targets reservists by profession, location or other variables.

"We've taken the process of getting news of those opportunities out to the right people from weeks to hours," Sumwalt says. As a result, the system has been greeted with rave reviews from military commanders worldwide.

– JULIA KING

Joe V. Tocco

Director of development, Scottrade Inc., St. Louis

Passion outside of work: "My family."
What's in your MP3 player? Wall Street & Technology Radio
Favorite TV show: *The Office*
Leadership philosophy in a nutshell: "My leadership philosophy is to empower staffers by allowing them buy-in with decisions. While I, as the IT leader, will ultimately be making the final decision, group consensus leads to better employee engagement, which ultimately leads to a smoother project when they are on board with your plans from the beginning."

Erin M. Van Zeeland

Vice president, business transformation, Schneider National Inc., Green Bay, Wis.

Passion outside of work: "My husband and my children – Paige, 7, and Jack, 6."
Leadership philosophy in a nutshell: "I believe in leadership. The ability to move people to believe and realize a new and better condition. It starts with a belief in you. Spend the right amount of time on the front end of *why* and *what*. When you can create a compelling picture that people can move to, then remove the barriers and get out of their way."

Michael J. Twohig

Senior vice president, CIO, Clean Harbors Environmental Services Inc., Norwell, Mass.

Most valuable career advice: "Lead, follow or get out of the way."
Best mentoring relationship: "My father. I like the examples he set."
What's in your MP3 player? Tony Bennett
Leadership philosophy in a nutshell: "Lead by example. Be willing to stand with and by your team. Be willing to get dirty. Integrity in all conditions. Crap should roll *uphill*. Take their blame, praise their successes, but also hold them accountable."

Gregory M. Veltri

CIO, Denver Health and Hospital Authority, Denver

What do you love about IT? "I love making a difference every time I walk in the door. I love the ever-changing technology and the ability to deliver increasingly enhanced tools to my customers."
Leadership philosophy in a nutshell: "Build effective teams with people who are trustworthy and smarter than I am. Staffers need a leader who can communicate a clear vision and their role in that future. They will live up to your expectations. Set a clear vision and drive."

Sheldon X. Wang

EXECUTIVE VICE PRESIDENT OF TECHNOLOGY, CHIEF TECHNOLOGY OFFICER, EHEALTH INC.

"THERE IS an old Chinese proverb," says Sheldon Wang, "that if you put three shoemakers together, they are going to be smarter than the prime minister."

Something similar might be said of open-source software, says the 48-year-old executive vice president and chief technology officer at eHealth, and that's one reason why eHealth has made open source the mainstay of its business. "You have open source vs. Microsoft, for example, and Microsoft has thousands of very smart engineers. But they are competing with millions of people constantly refining the open-source code," he says.

Cost is key, but the main argument for open source is quality, Wang says. Mountain View, Calif.-based eHealth has just one piece of proprietary software – Oracle's database – and that, too, might one day be replaced by an open-source alternative. "Getting the source code and making our own changes can make a huge difference for us, because then we can do things no one else can do," Wang says.

The content offered at eHealth's Web site is almost unimaginably complex. The site provides access to some 10,000 insurance plans from 180 companies. "The correctness of Sheldon's views on open source is illustrated by the fact that we have a Web site that is very complex, very fast, highly reliable and user-friendly," says eHealth Chairman and CEO Gary Lauer.

"If you have a pure technologist running your technology operations, you have to recognize that you have in some ways narrowed what you can get from technology," says Lauer. "But if he also has good business acumen, like Sheldon, you get so much more. For us, he's a competitive advantage."

– GARY ANTHES

Timothy A. Waire

Vice president, CIO, Constellation Energy Resources, Baltimore

Most valuable career advice: "Execute or be executed!"
Passion outside of work: "My girls. Family first!"
What about you would surprise the people you work with? "I once was a candy striper."
Leadership philosophy in a nutshell: "Foster an environment that supports risk-taking, instill a culture of challenging and questioning, strive for diversity of thought and recognize that no one of us individually is as smart as all of us collectively."

Brian J. Walsh

Executive vice president, State Street Corp., Quincy, Mass.

First job: "Stocking shelves at a grocery store."
Passion outside of work: "My family."
Favorite ice cream flavor: Chocolate
Favorite TV show: *Seinfeld*
Leadership philosophy in a nutshell: "I lead by example. I make every effort to work harder than anyone else. I expect much from my team, but I show them I don't expect more than I am willing to do myself. I believe in the basics; treat people as you would like to be treated."

Daniel S. Wakeman

Vice president, CIO, Educational Testing Service, Princeton, N.J.

Most valuable career advice: "There is a fine line between the things you want and the things you are willing to do."
What do you love about IT? "Change."
Best mentoring relationship: "When in the Air Force, the civilian manager took me under his wing and instilled in me the confidence to do more than I thought I was capable of."
People you'd invite to your dream dinner party: Ben Franklin, Winston Churchill and Socrates

Peter F. Weis

Vice president, CIO, Matson Navigation Co., Oakland, Calif.

Your recreational best: "I shot par 72 (in my 20s). My personal goal is to do it again before, well, you know. . . ."
What's in your MP3 player? Van Morrison's *Back on Top*
Leadership philosophy in a nutshell: "Set direction: People seek it even when they don't ask. Expect excellence: Top people want to 'do it right.' Act with humility and optimism: Accept blame, deflect credit, and celebrate. Do these, and you'll build loyalty among the A grade people needed to win."

The terra firma for IT vertigo.

All those competing information requests can make you dizzy.
The CEO needs to know P&L performance by business unit. The CFO needs to know he's meeting compliance regulations. And a dozen business managers need to know how to increase output but not staff.

Trying to help them all isn't easy. But it could be easier—with IBM Cognos 8 Business Intelligence, part of IBM's Information on Demand solutions for business optimization. With IBM Cognos solutions, you can minimize competing requests by empowering users to easily find what they need. And, with our open, Web-based SOA, you can seamlessly integrate our solution into your existing environment. Plus, only IBM Cognos solutions provide the added value of expertise and best practices with industry-specific blueprints and BI Competency Center development—which means you'll always stay on solid footing.

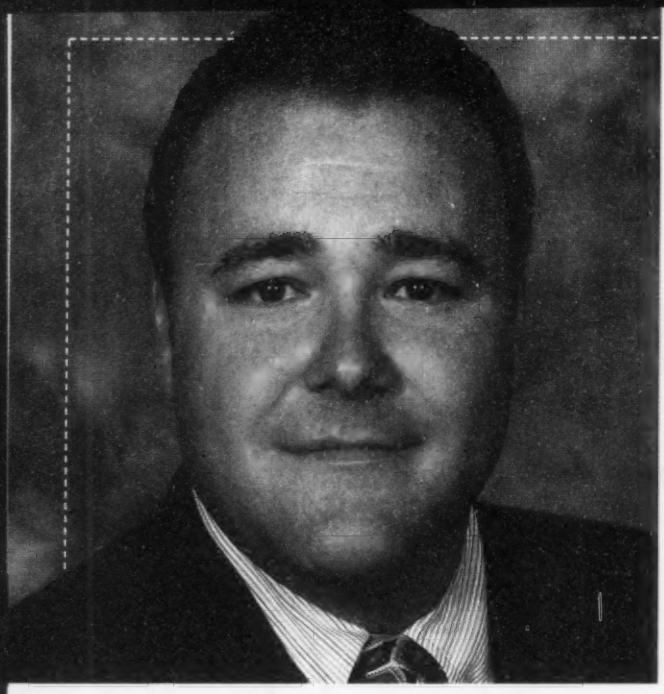
Proceed with confidence.™ To find out more, visit **www.cognos.com/terrafirma** today.

Cognos, an IBM company, is proud to be a sponsor of Premier 100.

COGNOS®

AN IBM® COMPANY

Copyright © 2008 Cognos ULC, an IBM company.



Richard C. Wells

DIRECTOR, CORPORATE IT, SYRACUSE RESEARCH CORP.

WHEN Richard Wells, 41, polls his staff on the status of a project, he knows just how important it is to follow up with piercing questions, even if initial reports are positive.

Staying plugged into the day-to-day work behind major environmental, military and engineering projects is key to the philosophy of this IT leader, who helps run Syracuse Research, a major nonprofit research-and-development company in Syracuse, N.Y.

"Rick is able to see a project from many different points of view," says Aaron Sprague, MIS manager and one of Wells' direct reports. "On one occasion in particular, he was overseeing a project that appeared to be on time, on target, etc. But he could see that the deliverable was not going to be well received in our organization."

That foresight led to immediate action. "Through some insightful conversations with members of the project team, Rick was able to describe the gap that he saw between user expectations and product to be delivered," says Sprague. "He was then able to motivate the product team to produce an alternative solution. Ultimately, we delivered a product that met with high praise from its users."

Although it is energizing, pushing the limits of IT isn't always the best part of the job for Wells. "While my first passion is IT, I would have to say that I truly enjoy supporting the success of people and helping them reach their full potential," he says. "I'm a coach and a mentor at times, but most of the time, I am a student. Focusing on the right people first makes the technology come easy."

– JENNIFER McADAMS

John R. Wetsch

Program director, North Carolina Window of Information on Student Education, North Carolina Department of Public Instruction, Raleigh

Favorite book: The *Dune* series, by Frank Herbert
Leadership philosophy in a nutshell: "Listen, plan and execute. To be successful, it is important to listen and understand your risks, plan accordingly and then execute. Doing a good job at this ensures you have the involvement and commitment of your stakeholders and staff and a successful outcome to your efforts, even when they are difficult."

Gary R. Wilhelm

Business and financial systems manager, Englewood Hospital and Medical Center, Englewood, N.J.

People you'd invite to your dream dinner party: George Washington, Bill Gates and John F. Kennedy
Leadership philosophy in a nutshell: "I've learned that I have to adapt to my employees and situations and provide a vision for the future. My leadership style is to encourage employees to make decisions, listen to their feedback or opinions, trust and treat them the way I expect to be treated."

George J. White

CIO, Pennsylvania Office of Attorney General, Harrisburg

Most valuable career advice: "Pay attention to the details."
Your recreational best: "Running a half-marathon."
What about you would surprise the people you work with? "I made money in high school and then college by playing in a rock band in bars and clubs."
Leadership philosophy in a nutshell: "People will do the right things and they won't disappoint you if you put them into a position where they have every chance to be successful."

George W. Wright

Vice president of IT, U.S. Postal Service, Washington

What do you love about IT? "The opportunity to make a difference."
Favorite sport: Football
Favorite movie: *Twelve O'Clock High*
Leadership philosophy in a nutshell: "Create an environment where people are given the authority to lead, and then monitor to ensure they are leading and taking ownership. Those who step up are given more authority, and those who don't are provided increased direction and management attention."

Co-Branded
EMAIL
BLASTS

Reach your target audience of professional IT job seekers with Computerworld's Co-Branded Email Blasts. This unique program allows you to choose your criteria of 100% opt-in subscribers by geography, company size, job title and industry.

Call Dawn Cora at
800-762-2977 for details!

COMPUTERWORLD

COMPUTERWORLD

Law Firms
IT Consultants
Staffing
Agencies

Place
your Labor
Certification
Ads here!

Are you
frequently
placing legal or
immigration
advertisements?

Let us
help you
put together
a cost effective
program that
will make this
time-consuming
task a little
easier.

Contact us at:

800.762.2977

IT|careers

CIS Manager (2 Openings) w/ Masters or foreign equiv in Comp Sci or Engg & 1 yr exp. *Will accept Bach or foreign equiv & 5 yrs progressive work exp in lieu of Masters* or foreign equiv & 1 yr exp. Implmt projects using SDLC methodologies. Define data architecture, dsgn & implmt logical & physical data models using Rational Rose. Plan, dsgn, dvlp, integrate & deploy s/ware for servers using Unix, C, C++, Perl, Java, J2EE, Sybase & T-SQL. Analyze reqmts & determine feasibility of dsgn. Perform risk analysis & disaster recovery planning. Exp as Sr. Software Consultant or Tech Lead acceptable. Supv 2 Consultants. Mail res to: iNINE Technologies LLC, 3 Independence Way, Ste #117, Princeton, NJ 08540 Job Loc: Princeton, NJ or in any unanticipated locs in USA

IT Professionals - ADP, Inc, a leading provider of payroll and IT services is looking for Managers - Systems Analysis and Design (Camarillo, CA), Sr. & QA Automation Engineers (San Dimas, CA), Upgrade Specialists (Roseland, NJ and Alpharetta, GA), Software Engineers (Norcorss, GA), Sr. Technical Consultants, Implementation Specialists and Technical Support Specialists (Wakefield/Boston, MA, Alpharetta, GA, San Diego and San Dimas, CA offices) and Lead Technical Analysts in Roseland, NJ. Offered positions require a masters and bachelor's degree and/or work experience in the position or in alternative occupation, any suitable combination of education, training and work experience. Resumes to ADP HR by fax to 212-591-6623 or e-mail HiringInfo@aol.com. EOE

Lead Programmer Analyst to analyze, design & develop computer & web-based systems to create business software solutions, utilizing Java/J2EE & standard development methodology. Requires Bachelor's or equiv. level degree in Comp Sci, Eng, Math or closely related field, 2 years exp in all phases of J2EE development & 1 year exp w/ standard development methodology full life cycle (concurrent exp accepted). Send resume to Don Zundel, Sigma-Aldrich Corporation, 3050 Spruce Street, St. Louis, MO 63103. EOE

Network Engineer w/3 yrs exp. Implmt & maintain LAN/WAN/WLAN/VOICE infrastructures using Cisco Catalyst Switches, Layer 3, VLAN, VTP, 802.1q trunking, Cisco Routers, MPLS, routing protocols (OSPF, BGP, EIGRP), Cisco IOS Access Points 1242, 1231, Cisco WLAN Controller 4200, 4400, Cisco ASA5500, Cisco VPN concentrator & Cisco Call Manager. Mail res to: CompuInfo 22 Meridian Rd, Ste #17, Edison, NJ 08820. Job Loc: Edison, NJ or in any unanticipated locs in U.S.A.

Z3 Technologies seeks software engineer, analyst, DBA, etc to design and customize applications using Oracle, Sybase, SQL, C/C++, Visual C++, OOD, Java, Web Tech. Travel required. Require MS or BS with exp. Contact info@z3technologies.com . EOE.

San-V, Inc. is looking for System/Programmer Analysts, DBA, S/W Engineers, IT Manager using skills C/C++, VB, Oracle, etc. Min MS/BS+1-5yr IT exp. Job site various. Competitive wage. Send resumes to Satish @sanvsolutions.com No calls.

TECO - Westinghouse Motor Company seeks full-time Project Mgr. to direct special IT projects to meet marketing objectives, website development, coordination of internet portal computing programs & supervision of operational budgets. MS in Computer Science, orMIS with 2 yrs exp. Project Management & software development life cycle exp required. Email resumes to: employment@tecowestinghouse.com

LOOKING FOR SOMETHING NEW?
Find your ideal IT job through IT Careers!
For additional IT positions, search www.ITCareers.com, our online database of over 20,000 jobs each month!

How the Leaders Were Chosen

Each year, *Computerworld* accepts nominations from across the industry – from vendors, IT users, public relations and marketing professionals, *Computerworld* readers and past Premier 100 honorees. Eligible nominees include CIOs, chief technology officers, senior vice presidents, vice presidents, IT directors and managers from a cross-section of user and vendor companies and their IT divisions, including, but not limited to, professionals in network management, database management, Web management, help desk management, application development, project management, contract management and procurement.

Nominations for the 2009 list were collected in April and May 2008. We received more than 1,000 nominations. Our editors then invited the nominees to complete a comprehensive management/leadership questionnaire online during June and July. The candidates were asked about a range of topics, including their backgrounds, work experiences, special accomplishments, leadership styles, technology priorities and strategies, and other details about the IT environments they have fostered at their companies. We received more than 200 complete, qualified surveys.

To see a full list of our 2009 Premier 100 IT Leader honorees, go to computerworld.com/09/p100.

Nominated individuals were asked to provide three references each: a direct manager, a direct report and a professional reference. *Computerworld*'s editors contacted references for each finalist, and those responses were incorporated into the evaluation process.

Using *Computerworld*'s IT Leader Index, which is a measurement of how closely an individual matches our definition of an IT leader, a panel of *Computerworld* editors and outside judges evaluated the completed questionnaires. Judges evaluated only those nominees outside their own industries.

We define an IT leader as someone who guides the effective use of information technology to improve his company's business performance. In addition, an IT leader typically does the following:

- Promotes an IT vision that supports the company strategy.
- Identifies strategic opportunities provided by IT.
- Thinks beyond short-term tactical needs to long-term strategic goals.
- Understands business needs and profit/loss responsibilities beyond the IT department.
- Ties technology and innovation to specific business needs and goals.
- Uses technology to gain an advantage over the company's competition.
- Takes calculated risks but has contingency plans in place.
- Learns from failure and uses such experiences to improve IT processes and products.
- Hires innovative, inquisitive people who like to explore.
- Creates work environments that are positive and rewarding to employees both inside and outside of work.
- Encourages staffers to be innovative.
- Motivates with recognition and opportunity, not just money.
- Compares best practices with those of peer companies.
- Leverages technology vendors as partners.
- Develops leadership skills inside the IT organization.
- Is viewed as a leader by other executives and IT staffers.

The honorees appeared in alphabetical order, with information they provided in our survey.

– COMPUTERWORLD RESEARCH

■ COMPANIES IN THIS ISSUE

Company names can also be searched at computerworld.com

Affiliated Computer Services Inc. 42
Allstate Insurance Co. 26
Amadeus IT Group SA 35
American Red Cross 42
Apollo Group Inc. 46
Apple Inc. 9, 34
Applied Materials Inc. 40
Arrow Electronics Inc. 24, 46
AT&T Inc. 8, 26, 31, 60
Auto Warehousing Co. 31
Aviva PLC 52
AXA Technology Services 34
BAE Systems Customer Solutions Inc. 34
Blue Care Network of Michigan 44
Breg Inc. 51
Capital One Financial Corp. 26
Carnegie-Mellon University 22
Chiquita Brands International Inc. 52
Chubb & Son Inc. 42
Cisco Systems Inc. 38
Citadel Investment Group LLC 20, 28
Clean Harbors Environmental Services Inc. 53
CLP Holdings Ltd. 44
Columbia University 28
Constellation Energy Resources 54, 60
Con-way Inc. 28
Cooper University Hospital 35
Corporate Express US Inc. 51
Cox Enterprises Inc. 22
CPS Energy 28
Defense Information Systems Agency 35
Deloitte Services LP 22, 50
Denver Health & Hospital Authority 53, 60
Destiny USA Holdings LLC 35
Direct Energy 22
Educational Testing Service 19, 54
eHealth Inc. 54, 60
Englewood Hospital and Medical Center 56
Facebook Inc. 24
Fannie Mae 31
Fordham University 18, 52
Freescale Semiconductor Inc. 20, 31
GAF Materials Corp. 48
Gaylord Entertainment Co. 30
GE Infrastructure 18, 51
General Motors Corp. 32
George Washington University 28
Guy Carpenter & Co. 2, 44
H.D. Smith Wholesale Drug Co. 40
Harleys-ville Insurance Co. 30
Highmark Inc. 48
Hook SuperRx Inc. 40
Hughes Hubbard & Reed LLP 52
Interior Health Authority 35
J.B. Hunt Transport Services Inc. 22
J.C. Penney Corp. 52
Landstar System Inc. 36
Level 3 Communications Inc. 36
Liberty Mutual Group Inc. 32
Library of Congress 30
Lockheed Martin Simulation Training & Support 2, 38
Marriott International Inc. 40
Marshfield Clinic 46, 60
Matson Navigation Co. 54
MedImmune LLC 42
mGen Inc. 51
Miami-Dade County Housing Agency 50
Miami-Dade Police Department 50
Microsoft Corp. 6, 8, 9, 14, 44, 50, 54
Motorola Inc. 52
National Health System Foundation Trust 22
Natixis North America Inc. 36
Newcastle Upon Tyne Hospitals 22
Nexsen Pruet LLC 32
Nintendo Co. 52
North Carolina Window of Information on Student Education 56
Northrop Grumman Corp. 48
Norton Healthcare Inc. 34
Office for Technology, State of New York 44
Office of Management and Budget 50
Ogilvy & Mather Worldwide Inc. 26
OhioHealth 42
Oklahoma State University Institute of Technology 48
OnStar Corp. 32
Oracle Corp. 54
Pennsylvania Office of Attorney General 56
Pinnacle Foods Group LLC 36
Pizza Hut Inc. 31
Public Service Enterprise Group Inc. 2, 31
Qualcomm Inc. 34
Quest Laboratories LLC 22
Raytheon Co. 30
RBC Financial Group 50
Rubin Worldwide 22
Sallie Mae Inc. 2, 36
Schneider National Inc. 53
Scottrade Inc. 53
Sonora Quest Laboratories LLC 22
Southern California Edison Co. 32
Southern Co. 22, 46
State Street Corp. 54
Stryker Corp. 44
Stryker Orthopaedics 12, 14, 20, 42
Symbul Technologies Inc. 52
Syracuse Research Corp. 2, 56
The Chickasaw Nation 38
The Conference Board Inc. 6
T-Mobile USA Inc. 22
Tridel Corp. 22
U.S. Department of Defense 38
U.S. Department of the Navy 35
U.S. Navy Reserve 53
U.S. Postal Service 56
U.S. Social Security Administration 20, 38
U.S. Tennis Association 28
Unisys Corp. 34
United Air Lines Inc. 40
University of Massachusetts 26
University of Phoenix 46
University of Pittsburgh 22
University of Tennessee 12, 30
UPMC Health Plan Inc. 22, 52
VHA Inc. 32, 60
Virginia Credit Union Inc. 51
VMware Inc. 20
Washington State University 18, 48
Werner Co. 22
Western Michigan University 18
Wyse Technology Inc. 31
YouTube Inc. 24

Best Places to Work in IT 2009 49
https://www.computerworld.com/BPnom09H
BMC Software 37
www.bmc.com/pw2009
Cognos 55
www.cognos.com/terrafirma
Dell Computer 45
dell.com/latitude
Hewlett-Packard 3
hp.com/servers/rethink7
IBM iT Campaign 21, 23, 25, 27
ibm.com
Microsoft SQL Server C4
SQLServerEnergy.com
NEC 11
www.necus.com/dynamic
Novell 13
www.novell.com/collaboration
Ohio Business Development Coalition 15
OhioMeansBusiness.com
Project Management Institute 17
PMI.org/pmcurrity
Samsung 33
www.samsung.com/businessprinter
SAS C2, 41
www.sas.com
Sprint 29
sprint.com/business
St Bernard Software 39
www.SwitchToPrism.com
Symantec 43
symantec.com/everywhere
Teradata 47
Teradata.com
Verizon Wireless C3
verizonwireless.com/storm
Zurich 7
www.zurich.com

This index is provided as an additional service. The publisher does not assume any liability for errors or omissions.

Periodical postage paid at Framingham, Mass., and other mailing offices. Posted under Canadian International Publication agreement PM40063731. **CANADIAN POSTMASTER:** Please return undeliverable copy to PO Box 1632, Windsor, Ontario N9A 7C9. Computerworld (ISSN 0010-4841) is published weekly; except for a single combined issue the first two weeks of July and the last two weeks of December by Computerworld, Inc., 1 Speen Street, Box 9171, Framingham, Mass. 01701-9171.

Copyright 2008 by Computerworld Inc. All rights reserved. Computerworld can be purchased on microfilm and microfiche through University Microfilms Inc., 300 N. Zeeb Road, Ann Arbor, Mich. 48106. Computerworld is indexed. Back issues, if available, may be purchased from the circulation department. Photocopy rights: permission to photocopy for internal or personal use is granted by Computerworld Inc. for libraries and other users registered with the Copyright Clearance Center (CCC), provided that the base fee of $3 per copy of the article, plus 50 cents per page, is paid directly to Copyright Clearance Center, 27 Congress St., Salem, Mass. 01970. Reprints (minimum 100 copies) and permission to reprint may be purchased from Erik Eberz, Computerworld Reprints, c/o The YGS Group, Greenfield Corporate Center, 1808 Colonial Village Lane, Lancaster, Pa., 17601, (800) 290-5460, Ext. 150, Fax: (717) 399-8900. Web site: www.reprintbuyer.com. E-mail: computerworld@theygsgroup.com. Requests for missing issues will be honored only if received within 60 days of issue date. Subscription rates: $5 per copy: U.S. – $99.99 per year; Canada – $130 per year; Central & So. America, $250 per year; Europe – $295 per year; all other countries – $295 per year. Subscriptions call toll-free (888) 559-7327. **POSTMASTER:** Send Form 3579 (Change of Address) to Computerworld, PO Box 3500, Northbrook, Ill. 60065-3500.

COMPUTERWORLD

HEADQUARTERS
P.O. Box 9171, 1 Speen Street
Framingham, MA 01701-9171
(508) 879-0700
Fax (508) 875-4394

President/Publisher/CEO
Matthew J. Sweeney
(508) 271-7100

Executive Assistant to the President/Publisher/CEO
Diana Cooper
(508) 820-8522

Vice President/Publisher Integrated Programs & Events
John Amato
(508) 820-8279

Vice President/ General Manager Online
Martha Connors
(508) 620-7700

Vice President, Marketing
Matt Duffy
(508) 820-8145

Vice President, Custom Content
Bill Laberis
(508) 820-8669

Vice President, Human Resources
Julie Lynch
(508) 820-8162

Executive Vice President, Strategic Programs
Ronald L. Milton
(508) 820-8661

Vice President/Publisher Computerworld.com
Gregg Pinsky
(508) 271-8013

Executive Vice President/COO
Matthew C. Smith
(508) 820-8102

Vice President/Editorial Director
Don Tennant
(508) 620-7714

Vice President, Circulation
Debbie Winders
(508) 820-8193

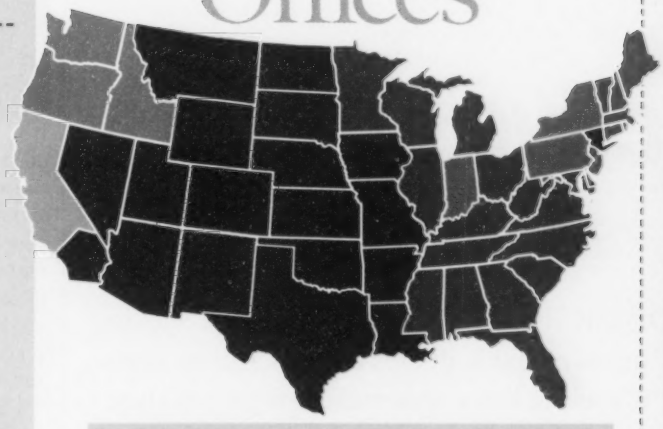
IDG

International Data Group
Chairman of the Board
Patrick J. McGovern

CEO, IDG Communications
Bob Carrigan

Computerworld is a business unit of IDG, the world's leading technology media, research and events company. IDG publishes more than 300 magazines and newspapers and offers online users the largest network of technology-specific sites around the world through IDG.net (*www.idg.net*), which comprises more than 330 targeted Web sites in 80 countries. IDG is also a leading producer of 168 computer-related events worldwide, and IDG's research company, IDC, provides global market intelligence and advice through 51 offices in 43 countries. Company information is available at *www.idg.com*.

Sales Offices



President/Publisher/CEO
Matthew J. Sweeney (508) 271-7100
Fax (508) 270-3882

Vice President/Publisher, Integrated Programs & Events
John Amato (508) 820-8279
Fax (508) 626-8524

Senior Sales Operations Manager
Dawn Cora (508) 820-8133

■ **NORTHWESTERN STATES**
■ **BAY AREA**
Vice President, Display Programs
Jim Barrett (415) 978-3306

Senior Sales Associate, Integrated Programs
Chris Da Rosa (415) 978-3304

Mailing Address
501 Second Street, Suite 114
San Francisco, CA 94107
Fax (415) 543-8010

■ **SOUTHWESTERN STATES**
■ **CENTRAL STATES**
Vice President, Integrated Programs
Bill Hanck (949) 442-4006

Senior Sales Associate, Integrated Programs
Emmie Hung (415) 978-3308

Mailing Address
19200 Von Karman Avenue
Suite 360, Irvine, CA 92612
Fax (949) 476-8724

■ **SOUTHEASTERN STATES**
Vice President, Integrated Programs
Lisa Ladle-Wallace (904) 284-4972

Mailing Address
5242 River Park Villas Drive
St. Augustine, FL 32092
Fax (800) 779-8622

Senior Sales Associate, Integrated Programs
Jess Roman (508) 271-7108

Mailing Address
P.O. Box 9171, 1 Speen Street
Framingham, MA 01701
Fax (508) 270-3882

■ **NEW ENGLAND STATES**
Vice President, Integrated Programs
Deborah Crimmings (508) 271-7110

Senior Sales Associate, Integrated Programs
Jess Roman (508) 271-7108

Mailing Address
P.O. Box 9171, 1 Speen Street
Framingham, MA 01701
Fax (508) 270-3882

■ **METRO NEW YORK**
■ **EASTERN CENTRAL STATES/INDIANA**
Vice President, Integrated Programs
Peter Mayer (201) 634-2324

Senior Sales Associate, Integrated Programs
John Radzniak (201) 634-2323

Mailing Address
650 From Road, Suite 225
Paramus, NJ 07652
Fax (201) 634-9289

CIRCULATION
Circulation Manager
Diana Turco (508) 820-8167

PRODUCTION
Vice President, Production
Carolyn Medeiros

Production Manager
Kim Pennett

Print Display Advertising
(508) 820-8232
Fax (508) 879-0446

DISTRIBUTION
Director of Distribution and Postal Affairs Bob Wescott

STRATEGIC PROGRAMS AND EVENTS
Vice President, Business Development John Vulopas

Vice President, Strategic Programs & Events Ann Harris

Vice President, Event Marketing and Conference Programs Derek Hulitzky

Director, Event Management
Michael Meleedy

Executive Programs Specialist
Executive Assistant Kelly McGill
Fax (508) 626-8524

ONLINE ADVERTISING
Vice President/Associate Publisher
Sean Weglage (415) 978-3314
Fax (415) 543-8010

Online Sales Director, East Coast
James Kalbach (610) 971-1588

Online Sales Managers
Farrah Forbes
(415) 978-3313
Fax (415) 543-8010

Jennell Hicks
(415) 978-3309
Fax (415) 543-8010

Matthew Wintringham
(508) 270-3882
Fax (508) 270-3882

Account Services Director
Bill Rigby (508) 820-8111
Fax (508) 270-3882

Online Sales Assistant
Joan Olson (508) 270-7112
Fax (508) 270-3882

IT CAREERS
Senior Sales Operations Manager
Dawn Cora (508) 820-8133
Fax (508) 626-8524

LIST RENTAL
Postal and E-mail
Rich Green (508) 370-0832
rgreen@idglist.com

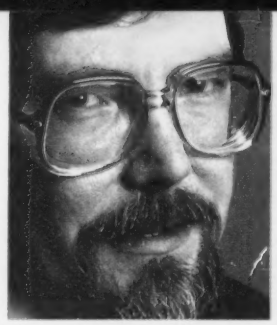
Mailing Address
IDG List Services, P.O. Box 9151
Framingham, MA 01701-9151
Fax (508) 370-0020

Customer Service
(888) 559-7327 toll free
Local or outside U.S.
(847) 559-1573
E-mail: cw@omeda.com

■ FRANKLY SPEAKING

Frank Hayes

Collective Intellect



ONE OF this year's Premier 100 honorees, Sheldon X. Wang of eHealth, quotes an old Chinese proverb: "If you put three shoemakers together, they are going to be smarter than the prime minister." Wang uses that adage as a way of thinking about open-source software. But it also raises a question about IT leadership.

Are three IT people together smarter than the CIO?

Hold that thought. Now consider what some of Wang's fellow IT leaders have to say.

For example, here's the philosophy of another honoree, Gregory M. Veltri of the Denver Health and Hospital Authority: "Build effective teams with people who are trustworthy and smarter than I am."

And this, from Jeremy T. Meller of the Marshfield Clinic: "The best leaders resist the urge to solve the problem."

And from Thaddeus Arroyo of AT&T: "Don't limit your team's ability to innovate by your perceived view of what is possible."

And here's Mike Cummins of VHA: "Employees are intelligent. Provide vision and opportunity, then let them lead."

And Timothy A. Waire of Constellation Energy Resources: "No one of us individually is as smart as all of us collectively."

In fact, that theme runs through comments of many of the Premier 100: These IT leaders may be running the show, but they have no illusions about where to find the real brains of the outfit.

Those brains are all around them — in their IT staffs, in their organizational peers and in their business users. Taken together, that's much more brainpower than any CIO will ever have.

After all, users know their jobs. Business-side managers and executives know their operations. IT people know their technologies and systems. That's a lot of knowledge.

■ These IT leaders may be running the show, but they have no illusions about where to find the real brains of the outfit.

But more than that, all those people represent a huge amount of experience, analytical judgment and accumulated wisdom. Among them, they really do have all the answers.

So while three IT people together may not be smarter than a CIO, the whole IT staff, plus users and business management, surely is.

Great IT leaders know that, and they value it. It means they don't have to be geniuses by themselves — at least, not if they can harness the experience, intelligence and insight of everyone else.

Keep that in mind as you peruse the profiles of these 100 IT chiefs. Pay special attention to the values and culture they work to create, both in their IT shops and in the companies they serve.

They like diversity in their IT shops — because cookie-cutter employees don't make them smarter.

They trust their people, and command their people's trust — because without trust, those people won't share their ideas and bring their intelligence to bear on technical and business problems.

They expect ideas and critical thinking from everyone on staff. They break down boundaries. They welcome new ideas and bring people together to solve problems.

The result? They're 100 of the smartest — and most successful — IT executives in the world.

Now it's your turn. Join them.

You may not be as smart as they are — not yet, anyhow. But you can get that way. You can build an IT culture that fosters communication and critical thinking. You can encourage give-and-take, support new ideas and foster innovation.

Most important, you can bring together your staff, your peers and your users in ways that harness everything they know — and then you can reap the success that comes from that combined intelligence.

Start now — by letting these Premier 100 IT Leaders make you smarter. ■

Frank Hayes *is Computerworld's senior news columnist. Contact him at frank_hayes@computerworld.com.*

It's got built-in security? Really? A rock solid my-business-is-my-business smartphone? That's awesome. No wait... scratch that. It's awesome wrapped in cool and sugarcoated with amazingness. And if it gets lost, boom—data can be removed remotely. Now that's security, Fort Knox-style.

BlackBerry Storm

Introducing your business to the world's first touch screen BlackBerry.* Only from America's Largest 3G Network.

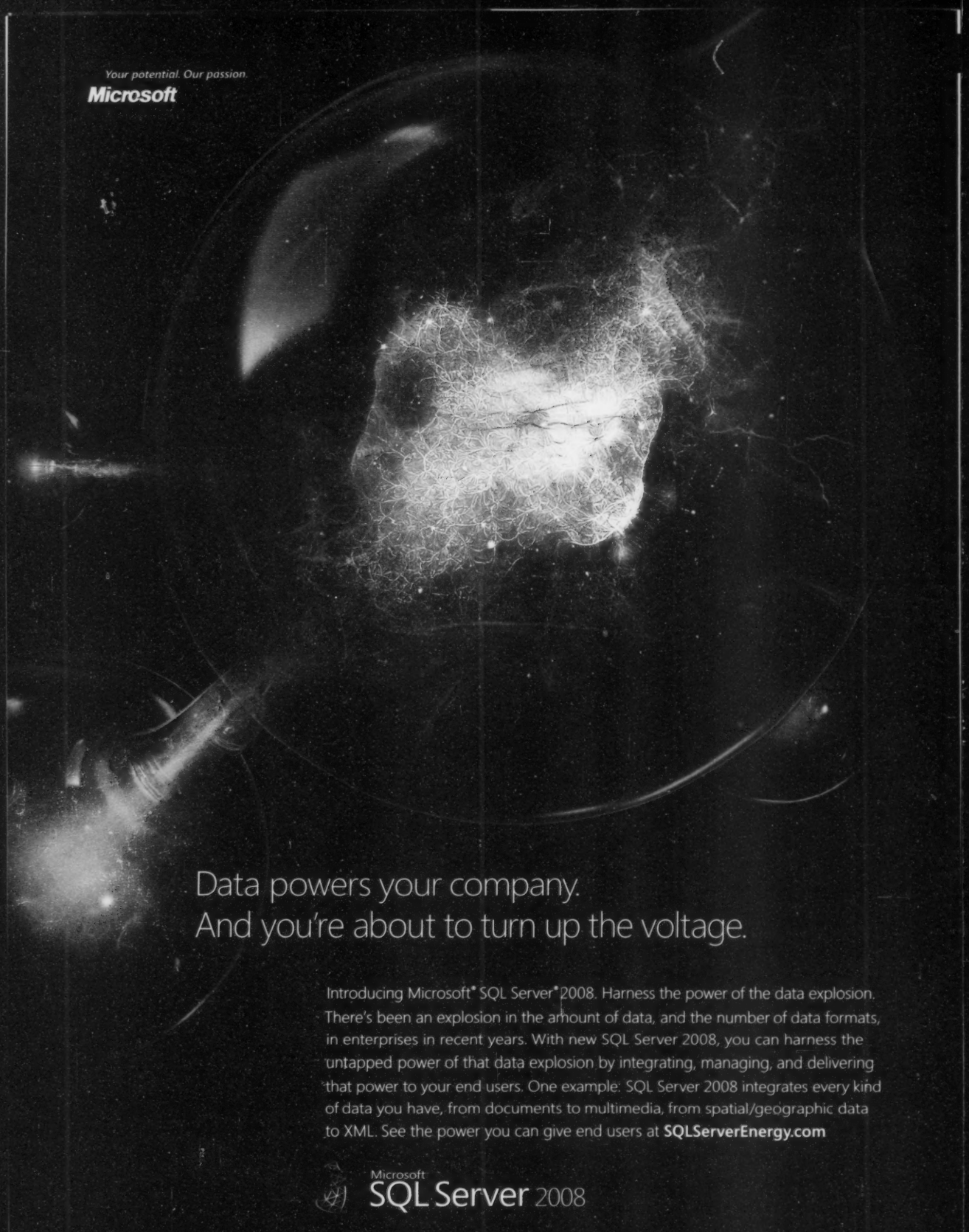
verizonwireless

verizonwireless.com

1.800.VZW.4BIZ

*Requires BlackBerry® Enterprise Server software.

Coverage not available everywhere. Network details & coverage maps at vzw.com. BlackBerry®, RIM®, Research In Motion®, SureType® and related trademarks, names and logos are the property of Research In Motion Limited and are registered and/or used in the U.S. and countries around the world. © 2008 Verizon Wireless.


Your potential. Our passion.
Microsoft
Data powers your company.
And you're about to turn up the voltage.
Introducing Microsoft® SQL Server® 2008. Harness the power of the data explosion. There's been an explosion in the amount of data, and the number of data formats, in enterprises in recent years. With new SQL Server 2008, you can harness the untapped power of that data explosion by integrating, managing, and delivering that power to your end users. One example: SQL Server 2008 integrates every kind of data you have, from documents to multimedia, from spatial/geographic data to XML. See the power you can give end users at SQLServerEnergy.com
Microsoft
SQL Server 2008